Department of Management
Birla Institute of Technology, Mesra, Ranchi - 835215 (India)

Institute Vision

To become a Globally Recognized Academic Institution in consonance with the social, economic and ecological environment, striving continuously for excellence in education, research and technological service to the National needs.

Institute Mission

1. To educate students at Undergraduate, Post Graduate Doctoral and Post-Doctoral levels to perform challenging engineering and managerial jobs in industry.
2. To provide excellent research and development facilities to take up Ph.D. programmes and research projects.
3. To develop effective teaching and learning skills and state of art research potential of the faculty.
4. To build national capabilities in technology, education and research in emerging areas.
5. To provide excellent technological services to satisfy the requirements of the industry and overall academic needs of society.

Department Vision

To be recognized as a frontrunner in Management education in the country in consonance with the social, economic and ecological environment while striving to contribute to nation building through excellence in research and development activities

Department Mission

- To educate students at Postgraduate and Doctoral level to perform better in challenging environment
- To nurture first generation entrepreneurs with innovative mindset.
- To provide excellent Consulting, and Research & Development facilities for faculty and students.
- To uphold the values of Personal Integrity and Social Responsibility

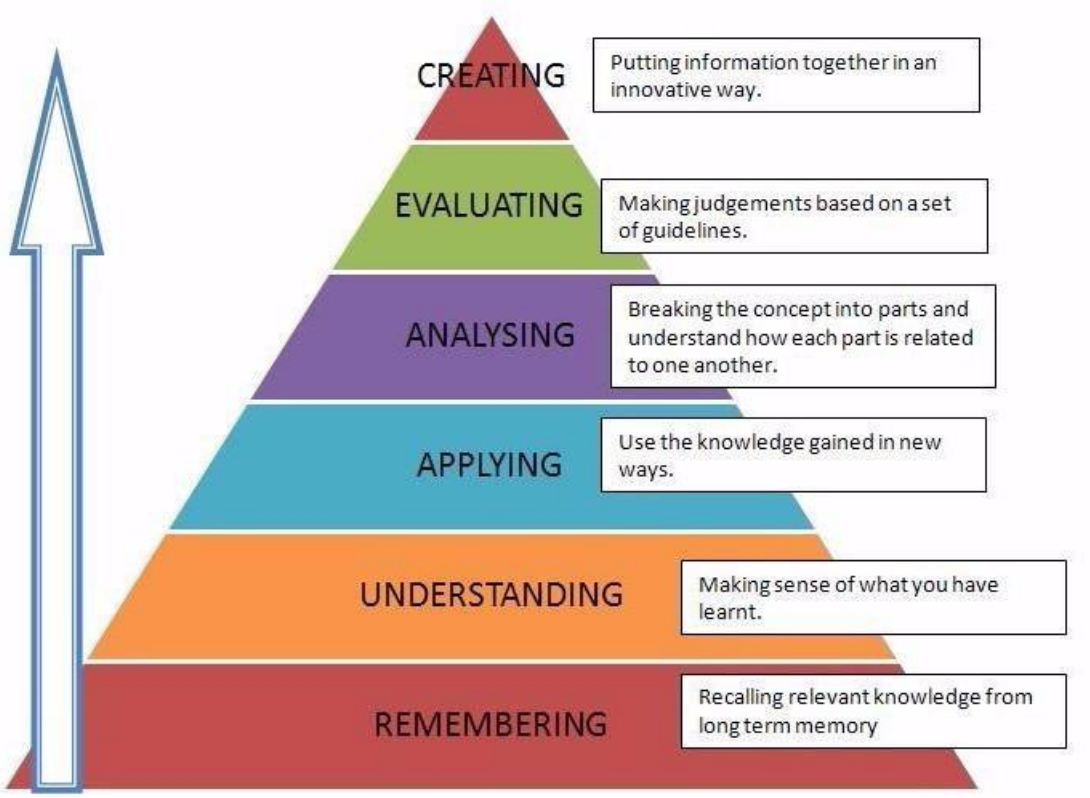
MBA Programme Educational Objectives (PEO)

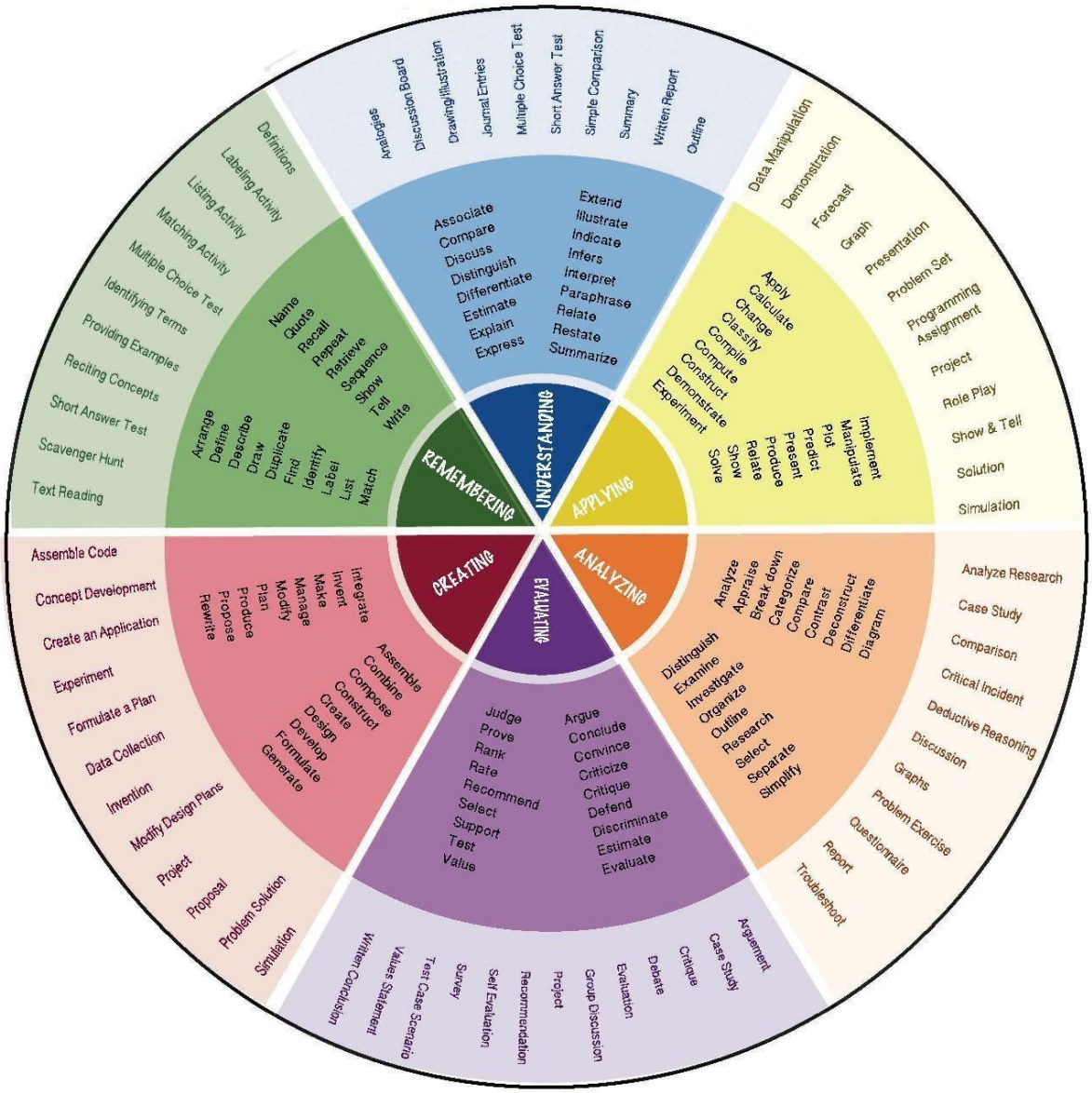
1. To impart knowledge of the fundamentals of Management theory and its application in problem solving.
2. To prepare the students to Select and apply appropriate tools for decision making required for solving complex managerial problems.
3. To develop capabilities in students to independently conduct theoretical as well as applied research.
4. To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students
5. To produce industry ready graduates having highest regard for Personal & Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning

MBA Program Outcomes (PO)

On successfully completing the program the student will be able to:

1. Demonstrate the knowledge of management science to solve complex corporate problems using limited resources
2. Review literature, define and analyze management research problems.
3. Identify business opportunities, design and implement innovations in workspace.
4. Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
5. Apply ethical principles for making judicious managerial decisions.
6. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
7. Communicate effectively with various stakeholders.
8. Engage in independent and life-long learning


CREATING
Putting information together in an innovative way.
EVALUATING
Making judgements based on a set of guidelines.
ANALYSING
Breaking the concept into parts and understand how each part is related to one another.
APPLYING
Use the knowledge gained in new ways.
UNDERSTANDING
Making sense of what you have learnt.
REMEMBERING
Recalling relevant knowledge from long term memory


REMEMBERING
UNDERSTANDING
APPLYING
ANALYZING
EVALUATING
CREATING
Definitions
Labeling Activity
Listing Activity
Matching Activity
Multiple Choice Test
Identifying Terms
Providing Examples
Reciting Concepts
Short Answer Test
Scavenger Hunt
Text Reading
Name
Quote
Recall
Repeat
Retrieve
Sequence
Show
Tell
Write
Arrange
Define
Describe
Draw
Duplicate
Find
Identify
Label
List
Match
Analogies
Discussion Board
Drawing/Illustration
Journal Entries
Multiple Choice Test
Short Answer Test
Simple Comparison
Summary
Written Report
Outline
Associate
Compare
Discuss
Distinguish
Differentiate
Estimate
Explain
Express
Extend
Illustrate
Indicate
Infers
Interpret
Paraphrase
Relate
Restate
Summarize
Data Manipulation
Demonstration
Forecast
Graph
Presentation
Problem Set
Programming Assignment
Project
Role Play
Show & Tell
Solution
Simulation
Apply
Calculate
Change
Classify
Compile
Compute
Construct
Demonstrate
Experiment
Implement
Manipulate
Pilot
Predict
Present
Produce
Relate
Show
Solve
Analyze Research
Case Study
Comparison
Critical Incident
Deductive Reasoning
Discussion
Graphs
Problem Exercise
Questionnaire
Report
Troubleshoot
Analyze
Appraise
Break down
Categorize
Compare
Contrast
Deconstruct
Differentiate
Diagram
Distinguish
Examine
Investigate
Organize
Outline
Research
Select
Separate
Simplify
Argument
Case Study
Critique
Debate
Evaluation
Group Discussion
Project
Recommendation
Self Evaluation
Survey
Test Case Scenario
Values Statement
Written Composition
Argue
Conclude
Convince
Criticize
Critique
Defend
Discriminate
Estimate
Evaluate
Judge
Prove
Rank
Rate
Recommend
Select
Support
Test
Value
Assemble Code
Concept Development
Create an Application
Experiment
Formulate a Plan
Data Collection
Invention
Modify Design Plans
Project
Proposal
Problem Solution
Simulation
Integrate
Invent
Make
Manage
Modify
Plan
Produce
Propose
Rewrite
Assemble
Combine
Compose
Construct
Create
Design
Develop
Formulate
Generate

MT 401 Organisation & Management

COURSE INFORMATION SHEET

Course code	**: MT 401**
Course title	**: Organization and Management**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 2 L: T: P:**
	: 2 0 0
Class schedule per week	**: 2**
Class	**: MBA**
Semester / Level	**: 1/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To understand the Management Principles and practices, management and administration, managerial skills, roles of a manager and levels of management
B.	To compare various development of management thoughts and Approaches
C.	To classify the type of plans and to critically examine them
D.	To understand the characteristics of various types of organizational structures.
E.	To understand the core of leadership and communication and controlling different types of functions

Course Outcomes

After the completion of this course, students will be able to:

CO1	Debate management principles and practices as an art or a science, classify managerial skills and roles being played by a manager and recommend appropriate organisational structure
CO2	Identify factors affecting Decision making and Planning activity at all levels in an organisation. Differentiate formal and informal organization, point out span of control, authority, responsibility, accountability, delegation of authority,

	departmentation and decentralization
CO3	Forecast manpower requirements, design recruitment and selection procedure and recommend for employees to maximise long term productivity.
CO4	Identify factors affecting leadership success and recommend suitable leadership style to facilitate smooth functioning of the organization through proper utilization of communication channel
CO5	Examine the detecting points of the control system and could solve with the remedial measures in an effective and efficient manner

Syllabus:

Module 1

Introduction: Concepts, Function or Process, Management Discipline, as Arts or Science, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management.
Development of Management Thought: Early Classical Approaches- Scientific Management, Contribution and limitation of Scientific Management, Administrative Management: Bureaucracy, Neo-Classical Approaches - Human Relations Movement, Behavioural Approach **[9]**

Module2
Planning: Definition of Planning, Nature of Planning, Importance of Planning, Types of plans, Types of Planning, Process of Planning, Steps in Planning,
Organizing: Concept, Process of Organizing, Forms of Organizational Structure, Formal and informal organization, Line and staff structure Functional structure, Span of Control, Authority, Responsibility, Accountability, Delegation of authority, Decentralization **[10]**

Module 3
Staffing: Concept, Manpower Planning, Job Design, Recruitment & Selection, Training &Development, Performance Appraisal. **[5]**

Module 4
Leading: Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development
Communication: Process, Importance of Communication, Communication Channels, Barriers to Communication and overcoming barriers to communication. **[5]**

Module 5
Controlling: Definition, Importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems**.** **[3]**

Suggested Readings

Textbooks

1. Management, Stoner and Freeman, Prentice Hall of India.
2. Essentials of Management, Koontz and Heinz Weihrich, Mc Graw Hill.

Reference book

1. Management, Robbins &Coulter, Prentice Hall of India.
2. Principles of Management, Gilbert, Mc Graw Hill.
3. Principles and Practices, T. N. Chhabra, Dhanpat Rai and Sons Pvt. Ltd.
4. Management: A Global and Entrepreneurial Perspective, Weihrich Heinz &Koontz Harold, Mc Graw Hill
5. Principles of Management, P.C.Tripathi and P.N.Reddy, Mc Graw Hills

Course Delivery methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment Tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment

1. Student Feedback on Course Outcomes

MAPPING OF COURSE OUTCOMES ONTO PROGRAMME OUTCOMES

Course Outcome #								
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	2	1	1	1
5	1	2	3	2	1	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods

CD	**Course Delivery methods**	**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT402: Financial Accounting & Management

COURSE INFORMATION SHEET

Course code: MT402
Course title: Financial Accounting &Management
Pre-requisite(s): NIL
Co- requisite(s): NIL
Credits: 3 L: 3 T:0 P:
0 **Class schedule per week: 3**
Class: MBA
Semester / Level: 1/4
Name of Teacher:

Course Objectives

This course enables the students:

A.	To develop an understanding about the scope of financial management and accounting with understanding the concept of wealth maximization in modern fast changing complex business world
B.	To give knowledge about the analysis of changes in financial position of corporate entity and develop capabilities in solving complex managerial problems as a business manager
C.	To impart knowledge on capital budgeting decision making with a basic concept of different techniques to appraise business projects
D.	To impart knowledge about capital structure theories for decision making in *Leveraging* of any business corporations
E.	To impart knowledge of working capital management and dividend decisions

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Explain accounting statements and analyze the financial statements with the help of ratio analysis
CO 2.	Apply the concept of time value of money for any investment decision.
CO 3.	Assess the capital structure of a firm and state its impact on firm’s profitability.
CO 4.	Implement the concept of working capital management by referring to various policies for financing of working capital management.
CO 5.	Explain dividend policies and its impact on market value of shares of the companies.

Syllabus

Module 1 (9 Lectures)

Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management- Profit Maximization Vs. Wealth Maximization, Introduction to Accountancy. Accounting Principles and Conventions, Double Entry system, Journal, Ledger, Trial Balance and Preparation of Final Account**.** Statement of Changes in Financial Position, Analysis of Financial Statement– Profitability Ratios, Turnover Ratios, Liquidity Ratios, Leverage and Financial Ratios, Sensitivity Analysis.

Module 2 (9Lectures)

Time Value of Money-Future value of a single cash flow, Annuity, Present value of a single cash flow, Annuity, Present value of an Uneven Cash Flow, Multi-Period Compounding. Capital Budgeting Decision, Methods of Appraisals – Discounting and Non-Discounting Techniques – Pay Back, ARR, NPV, IRR, Benefit Cost Ratio.

Module 3 (9Lectures)

Capital structure- Relevance of Capital Structure, Cost of Capital- Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Weighted Average Cost of Capital, Capital Structure Decision - EBIT – EPS Analysis., Financial Leverage, Operating Leverage, Combined Leverage.

Module 4 (9Lectures)

Concept & Importance, Factors Influencing Working Capital Requirements, Operating Cycle and Cash Cycle. Determinants of Working Capital, Working Capital Policy, Working Capital Financing Policy.

Module 5 (9 Lectures)

Meaning & Forms of Dividend, Theory of Relevance- Walter's Model, Gorden's Model, Theory of Irrelevance- Miller-Modigilani Model, Influencing Factors of Dividend Policy.

Text books:

1. Financial Management, M.Y. Khan, P.K.Jain, Tata Mcgraw HillPublication
2. Financial Management, Prasanna Chandra, Tata Mcgraw HillPublication
3. Financial Management, I.M.Pande, VikashPublication

Reference books:

1. Financial Accounting – AManagerial Perspective, Narayanaswamy, PHI,
2. Accounting for Managers, Anthony R.N.andReiceJ.S.
3. Advance Accountancy, S.N. Maheshwari, VikasPublication
4. Modern Accountancy, Amitabh Mukherjee &MdHanif, TMHPublication.
5. Financial Management – An Introduction, Jim McMenamin, Taylor andFrancis
6. Accounting, Robert N Anthony, David F Hawkins and Kenneth AMerchant

Course Delivery methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Students Feedback on Course Outcome

Mapping of Course Outcomes onto Programme Outcomes

Course Outcome #	1	2	3	4	5	6	7	8
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	M	1	1	1
5	1	2	3	2	1	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 403 ORGANIZATIONAL BEHAVIOUR

COURSE INFORMATION SHEET

Course code : **MT 403**
Course title : **ORGANIZATIONAL BEHAVIOUR**
Pre-requisite(s) : **NIL**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
: **2 0 0**
Class schedule per week : **2**
Class : **MBA**
Semester / Level : **1/4**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To understand the basics of organizational behavior, nature of Organizational behavior and its objective
B.	To explain the impact of different parameters on individuals and the relation between individuals and their environment
C.	To analyse different types of personality theories, motivational theories and an analysis of individual behavior
D.	To familiarize concepts of stress management, group dynamics and communication Patterns

Course Outcomes

After the completion of this course, students will be able to:

CO1	Analyse the organizational behaviour concepts, and correlate organizational behavior concepts with individual and group behaviour.
CO2	Evaluate personality types, perception and learning process on human behaviour
CO3	Recognize the application of motivational theories in practical terms.
CO4	Analyse group and individual behaviour in a proper manner.

Syllabus:

Module 1
Introduction to Organization: Concept, Structure, Types of Organization. Significance of Organizational Behaviour. **Determinants of Individual Behaviour:** Personality - Concept, Determinants and Theories. Perception- Concept, Perceptual Process, Learning- Concept, Process **[9]**

Module 2
Motivation: Concept, Relevance for Individual and Organization, Theories- Maslow, Herzberg, McClelland, Vroom's, Equity Theory **[7]**

Module 3
Group and Individual: Group and Group Dynamics, Team Management**,** Communication- Concept, Process, Barriers, Remedies, Leadership - Concept, Theories and Styles [8]

Module 4
Group Activities: Concept, Types and Formation of Groups, Intergroup Behavior , Interpersonal Communication, Group Problem Solving. Transactional Analysis **[3]**

Module 5
Stress and Behavior
Concept and Nature of Stress, Sources of Managerial Stress, Stress and Personality, Verbal and Non-Verbal Indicators of Stress - Assessment and Management**.** **[3]**

Suggested Readings

Textbooks

1. Organizational Behavior, S. Robbins, PHI Publication
2. Organizational Behavior, F. Luthans, TMH Publication

Reference Books

1. Organizational Behavior, Udai Pareek, Himalaya Publication
2. Organizational Behavior, Robbins, Judge & Vohra, Pearson

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Programme Outcomes

Course Outcome #								
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	2	1	1	1
5	1	2	3	2	1	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods

CD	**Course Delivery methods**	**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 404 Marketing Management

COURSE INFORMATION SHEET

Course code : **MT 404**
Course title : **MARKETING MANAGEMENT**
Pre-requisite(s) : **NIL**
Co- requisite(s) : **NIL**
Credits : **3 L: T: P:**
: **3 0 0**
Class schedule per week : **3**
Class : **MBA**
Semester / Level : **1/4**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	Introduce the nature and significance of the Marketing Function and the Marketing Management process.
B.	Develop an understanding of the STP Process
C.	Outline the key aspects of the Buying Behavior of consumers
D.	Explain the factors affecting various product and pricing decisions.
E	Explain the factors affecting various channel management and Marketing Communication decisions.
F	Introduce the key aspects of Services Marketing and Retail Management

Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain the core concepts of marketing and the goals of the Marketing function
CO2	Analyze the environment and recommend appropriate Segmentation, Targeting and Positioning Strategy for a product, to achieve the business goals.
CO3	Analyze and predict the buying behavior of a given target market segment.
CO4	Recommend suitable product ,pricing, distribution and Marketing Communication strategies for a brand to achieve the Marketing objective
CO5	Describe the salient characteristics of Services Marketing and Retail Management

Syllabus

Module 1

Fundamentals of Marketing
Core concepts of marketing
Market Oriented Strategic Planning Defining the Mission, Defining SBUs, Business Portfolio Evaluation and assigning resources to SBUs, Contents of a Marketing Plan

Scanning the Marketing Environment
Analysing trends in the components of the company's Macro & Micro environment**. [9]**

Module 2
Market segmentation, targeting and positioning
Purpose of Segmentation, Bases of segmenting Consumer Markets - Target market strategies, selecting the positioning platform. Choosing & Creating Points of Parity & Points of Difference,

Dealing with competition: Identifying and analysing competitors, The changing face of marketing in India-from sheltered market to competitive market, Strategies for the Market leader, Challenger **[9]**

Module 3

Analysing Consumer Markets
Consumer behaviour- Factors affecting consumer behaviour & consumer decision making process, Introduction to database marketing & marketing analytics, Assessment of customer life time value, concept of CRM and popular e CRM platforms

Distribution Strategies: Concept of Value Networks, Channel design decisions, channel management decisions. Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems**,** The four A approach to rural markets, **Distribution system in rural markets- the satellite and syndicated distribution system, direct distribution through self-help groups. [7]**

Module 4
Product Strategy
Classification of products, product levels, Analysis of product line & product mix, Complexity of managing lengthy product line and the role of Product manager
Product Life Cycle**, managerial implications of the PLC.**
Pricing Strategies-pricing policy of firms**,** selecting a pricing method pricing models and optimisation, measuring pricing performance-focus on pricing metrics. **[9]**

Module 5 (11 lectures)
Integrated Marketing Communication
Meaning and Role of IMC, Meaning and role of the elements of communication mix, Introduction to internet marketing- internet and e commerce, internet and the social media, social media analytics **Retailing** Classification of Store Formats, Types of Retail Formats, the retail marketing mix, The private label threat.

Managing services Importance, Distinctive Characteristics, marketing challenges **Green Marketing, Consumer Protection- In**troduction and significance, Non-profit organisation marketing-scope & classification **[11]**

Text Book:

1. Marketing Management A South Asian Perspective, Kotler, Keller, Koshy & Jha, Prentice Hall/Pearson

Reference Books:

1. Marketing Management, Rajan Saxena, TMH
2. Marketing Management, Arun Kumar, N Meenakshi, Vikas Publishing
3. Fundamentals of Marketing, Bruce Walker & Stanton, McGraw Hill
4. W.D. Perrault & E.J. Mc Carthy, Basic Marketing, TMH
5. Russel S. Winner, Marketing Management, Pearson
6. Marketing Managemnent, Ramaswami&Namakumari

Course Delivery methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of course outcomes and programme outcomes

Course Outcome #								
	1	2	3	4	5	6	7	8
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	2	1	1	1
5	1	2	3	2	1	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements) :
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design :
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 405 Quantitative Techniques for Management

COURSE INFORMATION SHEET

Course code : MT 405
Course title : Quantitative Techniques for Management
Pre-requisite(s) : NIL
Co- requisite(s) : NIL
Credits : 3 L: T: P:
: 3 0 0
Class schedule per week : 3
Class : MBA
Semester / Level : 1/4
Name of Teacher :

Course Objectives

This course enables the students to:

A	To develop an understanding of basic concepts of statistics and collection and presentation of data
B	To understand the basic concept of central tendency and measures of variations
C	To develop an understanding on correlation and regression and the concepts applications of Index numbers
D	To understand the concept of probability and estimation of parameters
E	To explain characteristics of sampling and sampling distribution and testing of hypothesis.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Describe the basic concepts of statistics and collection and presentation of data using various classification and tabulation methods.
CO2	Demonstrate the knowledge of central tendency and variations and apply them in solving various problems
CO3	Analyse the data using correlation and regression techniques and using the conceptual knowledge of Index numbers in solving problems.
CO4	Analyse any problems using probability techniques and demonstrate the conceptual knowledge on parameters.
CO5	Analyse the population parameters using sampling techniques and undertake decision making process using testing of hypothesis.

Syllabus:

Module 1

Introduction: Statistics- Definition, Importance and Scope in Managerial Decision Making Collection of Data - Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data, Pie Diagrams, Histograms, Frequency Polygons, Ogives, Application of Diagrams and Graphs. **[9]**

Module 2

Measures of Central Tendency: Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles. **Measures of Variation** Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation**.** **[8]**

Module 3

Correlation and Regression: Concepts, Scatter Diagram, Coefficient of Correlation -Karl Pearson's
and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient. **Business Forecasting:** Methods of Forecasting, Time Series Analysis, Components of Time Series**.** **[9]**

Module 4

Sampling and Sampling Distribution: Concepts, Random Sampling and Non-Random Sampling, Sampling Distribution – Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Difference of Means and Proportions**.** **[6]**

Module 5

Test of Hypothesis: Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances - ANOVA tables, One-Way Classification, Statistical Quality Control Charts **[13]**

Text books:
Business Statistics, J.K. Sharma, Pearsons Education.
Statistics for Management, Richard I. Levin & Rubin, Pearson Education.
Reference book:
Quantitative Analysis for Management, Render and Stair, TMH.
Quantitative Business Analysis - Text & Cases, Samul Bodiley.
Quantitative Methods in Business, Anderson, Thomson Learning.
Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Programme Outcomes

Course Outcome #								
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	2	1	1	1
5	1	2	3	2	1	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 406 Information Technology Management

Course code : **MT 406**
Course title : **Information Technology Management**
Pre-requisite(s) : **NIL**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
: **2 0 0**
Class schedule per week : **2**
Class : **MBA**
Semester / Level : **1/4**
Name of Teacher :

Course Objectives
This course will enable students to:

A.	To understand the fundamental understanding of information systems concepts.
B.	To participation information systems development as an informed person
C.	To analyze a problem and design an appropriate solution
D.	To acquire a hands-on knowledge of the underlying technological infrastructure

After the completion of this course, students will be able to:

CO1	Explain the methodologies of an information system
CO2	Analyse technological infrastructures of information systems projects
CO3	Explain different techniques of managing projects.
CO4	Use combination of multiple tools and techniques of Information system management
CO5	Use the internet appropriately for information system project management.

Syllabus

Module1:

Introduction, data and information- measuring data, information as a resource, information in organisational functions, types of information technology, types of information systems-transaction processing systems-management information systems **[6]**

Module2:

Introduction, E-commerce Technology, doing business over internet- networks-electronic data interchange (EDI)-online payment technology- Mobile commerce- ecommerce-portals-search engines-direct selling- auctions- aggregators, E-business. **[6]**

Module3:

Managing Data Resources: Introduction , The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency-managing security-recovery from crashes- application development, Database Concepts- fields, records and files-basic architecture, Data Warehouses- data mining uses. **[6]**

Module4:

Managing Social Media: Introduction, Social Dynamics of the Internet, Services of the Internet- Blogs-Social Networks, Technology of the Internet- Twitter-Rating-Tagging/folksonomies, Social issues-Media impact-Collaboration-Emergence of order, Social Networks in the Enterprise **[6]**

Module5:

Managing IT Function: Introduction, Challenges of Managing the IT function- Modern IT environment-Centralization versus Decentralization -IT security-Technology selection, Vendor Management- vendor selection-vendor contracts and service levels-Ongoing relationship management- vendor retention or termination **[6]**

Suggested Readings:

Text Books:

1. James A O'Brien, George M Marakas and Ramesh Behl. (2009). Management Information Systems, 9th Edition, Tata McGraw Hill Education, New Delhi.
2. Michael Hammer and James Champy, (2003). Reengineering the Corporation: A Manifesto for Business Revolution,1st Edition, HarperCollins
3. Turban, E., McLean, E. and Wetherbe, J. (2000). Information Technology for Management: Making Connections for Strategic Advantage. , 2nd Edition, John Wiley and Sons.

Reference Books:

1. D.P.Goyal. (2006). Management Information Systems-Managerial Perspectives, 2nd Edition, Macmillan, New Delhi.
2. S.A.Kelkar. (2009). Management Information Systems-A concise Study, 2nd Edition, Prentice Hall of India.
3. NirmalyaBagchi, (2010). Management Information Systems, 1st Edition, Vikas Publishing House, New Delhi

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure Direct

Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment

1. Student Feedback on Programme Outcome

Mapping of Course Outcomes onto Programme Outcome

Course Outcome	Program Outcomes							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	3	2	3	2	1	3	2
2	1	1	1	2	3	1	2	3
3	1	1	1	1	2	2	3	1
4	1	3	1	3	3	1	2	1
5	1	2	1	2	2	2	2	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods

CD	**Course Delivery methods**	**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 407 Management of Manufacturing Systems

Course code : **MT 407**
Course title : **Management of Manufacturing Systems**
Pre-requisite(s) : **NIL**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
: **2 0 0**
Class schedule per week : **2**
Class : **MBA**
Semester / Level : **1/4**
Name of Teacher :
Course Objectives

This course will enable students to:

A.	To develop an understanding of manufacturing organization, including job shops, flow lines, assembly line
B.	Explain time and motion studies, work sampling and process flow charting
C.	To impart knowledge about current manufacturing control theories such as JIT
D.	Describe basic scheduling problems for assembly lines etc.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain the principles and applications relevant to the planning, design, and operations of manufacturing/service firms
CO2	Evaluate and implement analytical tools for decision making for complex managerial problems.
CO3	Implement Enterprise Resource Planning systems in managing operations.
CO4	Solve basic routing and scheduling problems

Syllabus:

Module 1
Introduction
Nature, Scope, and Importance of Manufacturing Management, Manufacturing Systems and Decisions, Transformation Approach and Value Driven Approach, Interface with other Functions, The Role of Production Manager. **[6]**

Module 2

Plant Location & Layout
Plant Location, Levels of Location Problems, Factors Affecting Location Decisions, Plant Layout Decisions, Types of Plant Layout - Fixed Position, Process and Product Layout, Line Balancing. **[6]**

Module 3

Planning, Scheduling & Control

Concepts and Importance, Forecasting, Types of Manufacturing Plans, Capacity Planning, Measures of Capacity and Capacity Planning Decisions.

Plant Maintenance

Concepts & Types, Maintenance Practices in Industry,

Work Study & Method Study

Concepts & Applications. **[6]**

Module 4

Materials Handling

Concepts, Selection & Methods

Materials Management

Concepts & Importance, Integrated System of Materials Management, Materials Requirement
Planning, Purchasing Systems, Insourcing vs Outsourcing Decisions, Vendor Analysis & Control.

Inventory Planning and Control

Concepts, Lead Time, Reorder Point, Safety Stock, EOQ Models, Inventory Control - ABC Classification, JIT Manufacturing. **[6]**

Module 5

Inspection and Quality Control

Types of Inspection, Control Charts, Total Quality Management - Concept, Features & Need Cost of Quality, Kaizen, 7 QC Tools, 5s Concept,

Value Engineering

Types of Value, Methodology and Applications.

Logistics Management

Concepts, Supply Chain, Logistics Strategy and Planning, Transport Decisions, Logistics Control **[6]**

Suggested Readings

Textbook

1. Materials Management: An Integrated Approach, Gopalakrishnan and Sundaresan, TMH
2. Production and Operations Management by Upendra Kachru, Excel Books.

Reference book

1. Production and Operations Management, Bedi K, Oxford University Press.
2. Modern Productions / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley
3. Operations Management for Competitive Advantage, Chase, Jacobs, Aquilano and Agarwal, Tata Mac Graw Hill
4. The Management and Control of Quality, Evans and Lindsay, Cengage Learning
5. Operations Management, Gaither and Frazier, Thomson Learning
6. Operations Management, Mahadevan B., Pearson Education
7. Business Logistics / Supply Chain Management - R. H. Ballou & S. K. Srivastava, Pearson.

Course Delivery methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	**% Contribution during CO Assessment**
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcome							
	1	2	3	4	5	6	7	8
1	1	1	2	1	3	2	2	3
2	1	2	1	1	2	1	1	2
3	1	3	2	1	1	1	1	2
4	1	2	1	1	1	2	1	1
5	1	3	1	1	1	1	1	1

Gaps in the syllabus (to meet Industry/Profession requirements)

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT408 Managerial Economics

COURSE INFORMATION SHEET

Course code : **MT408**

Course title : **Managerial Economics**

Pre-requisite(s) : **NIL**

Co- requisite(s) : **NIL**

Credits : **2** L: 2 T: 0 P: 0

Class schedule per week : **02**

Class : **M.B.A**

Semester / Level : **1/4**

Name of Teacher:

Course Objectives

This course will enable students:

A.	To explain the basics of economics and describe its application in managerial problems.
B.	To demonstrate the effect of demand and cost on business decisions and make a relation between cost and production.
C.	To analyse different types of market and explain pricing decisions in the markets.
D.	To familiarize with the concept of investment criteria
E.	**To outline** the concept of national income and analyse for managerial decisions.

Course Outcomes:

After the completion of this course, students will be able to:

CO1	Analyse economic problems and can corelate scarcity with the requirements.
CO2	Evaluate demand and can analyse cost in order to optimise cost-production combination.
CO3	Recognise the existing market and can take appropriate decisions.
CO4	**Determine** the investment criteria and can frame appropriate plan.
CO5	Analyse and compare national income components for effective economic decisions.

Syllabus

Module 1: Introduction (4 lectures)

Nature and scope, Definitions, Importance, Application to Business Decisions, Profit Maximization as

Business Objectives, Sales and Revenue Maximization Objective of Business Firms.

Module2: Demand and Supply (5 lectures)
Introduction, Determinants of Demand and Supply, Demand Function, Demand and Supply Curves, Law of Demand, Elasticity of Demand, Demand Forecasting,

Module3: Production Analysis and Cost (7 lectures)
Classification of Cost, Cost-Output Relationship, Economies of Scale, Break-even Analysis Production Process and Function-One Variable and Two Variable Inputs, Iso-quant and Iso-cost, Optimal Factor Combination.

Module4: Market (7 lectures)
Introduction, Market Types- Perfect Competition, Imperfect Competition, Monopoly and Oligopoly- Price Leadership Model, Collusive Oligopoly and Kinked Demand Curve Model, Equilibrium of a Firm under Perfect Competition, Price Determination under Different Markets

Module5: Capital Budgeting & National Income (6 lectures)
Introduction, Meaning and Significance of Capital Budgeting, Methods of Investment Appraisal,Concept of National Income, Measurement of National Income- Methods and Problems.

Text Books-

1. Managerial Economics, Atmanand, Excel Books
2. Managerial Economics, H. Craig Petersen & W. Cris Lewis, Pearson Education

Reference Books

1. Managerial Economics, Suman Damodaran, Oxford Publication
2. Managerial Economics, D.N.Dwedi, Vikash Publication
3. Managerial Economics, H.L.Ahuja, S. Chand and Co. Ltd.

Course Delivery methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	a	b	c	d	e	f	g	H
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M

Mapping between COs and Course Delivery (CD) methods

			Course	
CD	**Course Delivery methods**		**Outcome**	**Course Delivery Method**
	Lecture by use of boards/LCD projectors/OHP			
CD1	projectors		CO1	CD1,CD2,CD3
CD2	Tutorials/Assignments		CO2	CD1,CD2,CD3
CD3	Seminars		CO3,	CD1,CD2,CD3
CD4	Mini projects/Projects		CO4	CD1,CD2,CD3,CO4
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures		CO5	CD1,CD2,CD3,CO4,CO5
CD7	Industrial visits/in-plant training			
	Self- learning such as use of NPTEL materials and			
CD8	internets			
CD9	Simulation			

MT 409 Business Communications I

COURSE INFORMATION SHEET

Course code	**: MT409**
Course title	**: Business Communication I**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 0 L: T: P:**
	: 2 0 2
Class schedule per week	**: 2**
Class	**: MBA**
Semester / Level	**: 1/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To analyze and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.
B.	To understand the importance of specifying audience and purpose and to select appropriate communication choices.
C.	To interpret and appropriately apply modes of expression, i.e., descriptive, expositive, Narrative, scientific, and self-expressive, in written, visual, and oral Communication
D.	To participate effectively in groups with emphasis on listening, critical and reflective thinking and responding.
.E	To develop the ability to research and write a documented paper and/or to give an oral presentation.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Utilize analytical and problem-solving skills appropriate to business communication
CO3	Participate in team activities that lead to the development of collaborative work skills.
CO4	Select appropriate organizational formats and channels used in developing and presenting business messages
CO5	Communicate via electronic mail, Internet, and other technologies and deliver an effective oral business presentation

Syllabus
Module 1

Introduction to Business Communication:
Importance and Objectives of Business communication, Process of communication, Barriers to effective communication, Techniques of effective communication. Forms of communication (Written, Oral, audio-visual communication). [6]

Module 2

Managing Business Communication:
Formal and Informal communication, Non- verbal communication (Body language, Gestures, Postures, Facial expressions). The cross cultural dimensions of business communication. Techniques to effective listening, methods and styles of reading. [10]

Module 3

Other aspects of communication:
Vocabulary:
Single word substitution, Idioms and phrases, Precis writing, Comprehension.

Group Discussions, Extempore, Principles of effective speech and presentations, Role playing. [6]

Module 4

Introduction to managerial writing:

Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgement, Claims & adjustments, Collection letters, Sales letters, drafting of different resumes, Covering letters Applying for a job, Social correspondence, Invitation to speak. [6]

Official Correspondence: Memorandum, Notice, Agenda, Minutes, Circular letters.

Module 5

Report writing:
Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports. [7]

Text Books:

T1.Communication Skills, Sanjay Kumar &Pushp Lata, Oxford University Press
T2. Business Correspondence and Report Writing, R.C .Sharma, Krishna Mohan.Mcgraw Hill

Reference Books:

R1. Communication for Business, Shirley Taylor, V. Chandra, Pearson
R2. Business Communication- Hory Sankar Mukherjee, Oxford University Press
R3. Basic Business Communication- .Lesikar I Flatley, McGraw Hill.
R4. Business Communication Today ,Bovee, Thill and Chaterjee, Pearson

Course Delivery methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	**% Contribution during CO Assessment**
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	**Program Outcomes**							
	1	2	3	4	5	6	7	8
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	2	1	1	1
5	1	2	3	2	1	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods		Course Outcome	Course Delivery Method
	Lecture by use of boards/LCD projectors/OHP			
CD1	Projectors		CO1	CD1,CD2,CD3
CD2	Tutorials/Assignments		CO2	CD1,CD2,CD3
CD3	Seminars		CO3,	CD1,CD2,CD3
CD4	Mini projects/Projects		CO4	CD1,CD2,CD3,CO4
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures		CO5	CD1,CD2,CD3,CO4,CO5
CD7	Industrial visits/in-plant training			
	Self- learning such as use of NPTEL materials and			
CD8	Internets			
CD9	Simulation			

MBA SEM II
Programme Core

MT 410 Human Resource Management

COURSE INFORMATION SHEET

Course code	**: MT410**
Course title	**: Human Resource Management**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 3 L: T: P:**
	: 3 0 0
Class schedule per week	**: 3**
Class	**: MBA**
Semester / Level	**: 2/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To understand the concept of human resource management and difference between personnel, human resource and human capital and also enumerate the importance, principles, objectives, practices, functions and growth of human resource management
B.	To relate problem understanding in view of Human Resource Practices, to classify the factors influencing the wage and salary administration and can express different forms of compensation for executive and non-executive
C.	To organize training and development programmes by applying their techniques and also to design executive development techniques to produce an effective work culture, to justify and report performance appraisal and career development
D.	To estimate essence and participation of Quality of Work Life and Programmes, to develop human behavior and identify needs and satisfaction, to anticipate employee grievances and devise a cell for redressal, to create a disciplinary culture through relevant approaches and actions
E.	To compare HR practices in domestic HRM and IHRM, to outline the key aspects of the international human resource management and its importance in multi-national corporations.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Compare the differences and similarities between challenges faced in Personnel management and human resource management
CO2.	Forecast demand and supply of manpower requirement, recommend appropriate recruitment as well as selection process, organize induction, can better design transfer and promotional policies and can also classify the factors influencing the wage and salary administration and can express different forms of

	compensation for executives and non-executives
CO3.	Create an environment to impart training and various development programmes to solve complex problems and evaluate appropriate performance appraisal methods to judge the performance and could develop various career development activities for growth opportunities and advancement for executives and non-executives
CO4.	Recommend and summarize the essentials of quality of working life through various HR practices and functions and also to identify the grievance handling procedure with disciplinary actions at work place
CO5.	Compare HR practices in domestic HRM and IHRM and PCN, HCN and TCN and also to outline the key aspects of the international human resource management, its importance in multi-national corporations

Syllabus:

Module 1 Introduction
Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives, Policies and Practices**.** **[7]**

Module 2 Designing and Developing HR System

Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion, Separation, Compensation Management **:**Introduction, Objectives, Influencing Factors, Different forms of employee compensation for Executives & Non- Executives. **[13]**

Module 3 Human Resource Development
Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal & Career Development **[11]**

Module 4 Behavioral Dimensions of HRM

Introduction and Essentials of Quality of work life, Understanding Human Behaviour**,** Identifying employee Needs and their Satisfaction, Employee Grievances and its Redressal, Discipline- Concepts, Relevance, Approaches and Disciplinary Actions**.** **[9]**

Module 5 International Human Resource Management

Concept, Relevance, Types of International organization, International Human Resource Management Practices**.** **[5]**

TEXT BOOKS
T1:Human Resource Management, Ian Beardwell & Len Holden-Macmillan India Ltd
T2:Human Resource Management: gaining Competitive Advantage, Noe, Hollenbeck, Gerhert & Wright, Irwin McGraw Hill.

REFERENCE BOOKS

R1: Human Resource Management, V.S.P Rao- Excel books.
R2: Managing Human Resources: Productivity, quality of work life, profits, Wayne F. Cascio- TMH
R3: HRM and Personnel Management, Ashwathappa, TMH

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment

1. Student Feedback on Programme Outcome

Mapping of Course Outcomes onto Programme Outcomes

Course Outcome	Program Outcome							
	1	2	3	4	5	6	7	8
1	2	1	3	2	2	3	3	2
2	2	1	1	1	1	2	1	3
3	1	1	1	1	1	1	1	1
4	1	1	1	1	1	1	1	1
5	2	1	2	1	2	1	1	1

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1 and CD8
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1 and CD2
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 411 Business Research

COURSE INFORMATION SHEET

Course code	**: MT411**
Course title	**: Business Research**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 3 L: T: P:**
	: 3 0 0
Class schedule per week	**: 3**
Class	**: MBA**
Semester / Level	**: 2/4**
Name of Teacher	**:**

Course Objectives

The course enables the students to:

A.	Develop an understanding of Role of Business Research, Process of Research and Types of research
B.	Explain the mechanism for defining the Research Problem, research Objectives and Hypothesis
	Develop an understanding of merits and limitations of various research designs, types of data and methods of data collection
D.	Explain the mechanism for applying salient Univariate, Bivariate and Multivariate tools of data analysis.
E	Explain the characteristics of a good Business research Report.

Course Outcomes

On successful completion of the course the student will be able to:

CO1.	Describe the research process and list the characteristics of various types of research
CO2.	Given a management problem determine the related Research Problem
CO3.	Formulate Research Objectives and Hypothesis from a given research problem
CO4.	Given the research budget select suitable Research Design for achieving the research objectives
CO5.	Organize the data collection process, Analyse data and draw inferences and recommend solutions to the research problem

Syllabus
Module1

Objective, Types, Methods & Process. Research Problem - Selection, Need & Techniques for defining a Problem, Development of Hypothesis, Qualitative and Quantitative Research **[8]**

Module2

Features of a good Research Design, Exploratory & Descriptive Research Design, Experimental Design - Causal relationships, Concept of Independent & Dependent variables, Concomitant variable, Extraneous variable, Treatment, Control group**.** **[8]**

Module3
Primary and Secondary data**,** Sampling Design, Errors in Data collection, Census and Sample survey, Sample size determination, Characteristics of a good Sample design, Types of Sample design. **[6]**

Module4

Attitude Measurement and Scaling Techniques**,** Measurement in Research, Types of Measurement Scales, Scaling Techniques - Likert, Thurstone, Semantic Differential. **[8]**

Module5

Tools of data collection, Data Processing Operations, Introduction to ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods, Significance of these tools for Managerial Decision Making, Characteristics of a good Research Report. **[10]**

TEXT BOOKS

T1: Business Research Methods, Bryman, Alan & Emma Bell, Oxford University Press.
T2:Social research methods, Walliman, Nicholas Sage Publications.
T3:Statistical Methods in Business & Social Sciences, Shenray & Pant., Macmillan

REFERENCE BOOKS

R1: Research Methods in Behavioural Sciences, Dwivedi R.S, Macmillan.
R2: Research Methods for Business, Uma Sekaran, Wiley Publications

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	3	3	1	2	1
2	2	1	3	2	3	3	2	1
3	3	1	3	2	3	3	3	1
4	1	1	1	3	3	3	2	1
5	2	1	3	3	3	3	3	1

Gaps in the syllabus (to meet Industry/Profession requirements):
POs met through Gaps in the Syllabus:
Topics beyond syllabus/Advanced topics/Design:
POs met through Topics beyond syllabus/Advanced topics/Design:

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2
CD2	Tutorials/Assignments		CO2	CD1,CD2
CD3	Seminars		CO3	CD1,CD2,CD4
CD4	Mini projects/Projects/ Case study		CO4	CD1,CD2
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 412 Operations Research

COURSE INFORMATION SHEET

Course code	**: MT412**
Course title	**: Operation Research**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 3 L: T: P:**
	: 3 0 0
Class schedule per week	**: 3**
Class	**: MBA**
Semester / Level	**: 2/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To develop an understanding of decision making theories and operation research.
B.	To explain the linear programming problems concepts and its applications
C.	To develop an understanding of Transportation Problems and its methods
D.	To explain the concept of Assignment problems and concept of game theory.
E	To explain the basic concept and application of replacement models and queuing theory.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Describe the decision making and the concept of operation research and its application areas in management
CO2	Solve any problems using linear programming techniques and models and its application in diverse fields.
CO4	Interpret the problems using assignment theory and understand the significance of Game theory in managerial application.
CO5	Analyse situations and solve diverse problems using replacement models and interpret managerial implication in decision making using queuing theory.

Syllabus:

Module -1 Decision making
The Quantitative approach to decision making, Nature and Significance of OR in decision making, Scientific Methods in Operations Research, Models in Operations Research, Application areas of OR in management**.** **[7]**

Module -2 Linear Programming
Model Formulation, Graphical Methods, Simplex Method, Big-M Method, Dual Simplex Method, Sensitivity Analysis for LPP. **[9]**

Module -3 Transportation Problems
Basic concepts and Formulation, Minimization and Maximization Problems, North-West Corner Rule, Vogel's Approximation Method, MODI Method.
Assignment Problems - Concepts, Mathematical formulation, Hungarian Assignment Method, Travelling Salesman as an Assignment Problem. **[8]**

Module -4 Game Theory
Introduction, Two Person Zero Sum Games, Pure strategy Games, Principal of Dominance, Mixed Strategy Games. **[8]**

Module -5 Replacement Models
Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time, Queuing Theory - Concepts, Basic model of Queuing Theory, Managerial Implications in Decision making. **[10]**

TEXT BOOKS:
T1: Operations Research - J.K. Sharma, Macmillan India Ltd.
T2: Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH
T3: Principals of Operation Research - Wagner, H.M, Prentice Hall

REFERENCE BOOKS:
R1: Operations Research - Principles and Practice - Ravindran, Phillips and Solberg, Wiley
R2: Operational Research - An Introduction, Taha, H.A– Macmillan
R3 : Operations Research - KantiSwarup, P.K. Gupta, Man Mohan, S. Chand and Company

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment

1. Student Feedback on Programe Outcome

Mapping of Course Outcomes onto Program Outcomes

Course	Programme Outcomes							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	H	H	H	L	L	H	M	H
2	M	H	L	M	L	L	M	H
3	L	H	L	M	L	L	L	H
4	H	H	H	L	L	L	M	H
5	M	H	L	L	L	L	L	H

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2
CD2	Tutorials/Assignments		CO2	CD1,CD2
CD3	Seminars		CO3	CD1,CD2,CD4
CD4	Mini projects/Projects		CO4	CD1,CD2,CD6
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 413 IT Enabled Business Intelligence

COURSE INFORMATION SHEET

Course code	**: MT413**
Course title	**: IT Enabled Business Intelligence**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 2 L: T: P:**
	: 2 0 0
Class schedule per week	**: 2**
Class	**: MBA**
Semester / Level	**: 2/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To understand the fundamentals concepts of information systems.
B.	To understand the basics of management information system.
C.	To understand the essentials of decision support system.
D.	To acquire a hands-on knowledge of the underlying technological infrastructure.
E.	To analyze a problem and design an appropriate solution.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Explain the methodologies of an information system and acquire a hands-on knowledge
CO2.	Analyse projects, and technological infrastructure
CO 3.	Acquire different business models and their solution using a combination of tools and techniques Managing projects, prototyping
CO 4.	Evaluate as a System analyst using multiple combination of tools and techniques
CO 5.	List the benefits, drawbacks and limitations and the various applications of internet for the same

Syllabus

Module1: **System**

Introduction and overview, Types of System, System Development life cycle (SDLC), System Analyst and role, Tools and Techniques of system Analysis. **[4]**

Module2: **Management Information System**
Introduction and overview, Types and Characteristics, Transaction Processing Information System, Accounting and Finance System, Marketing and Sales System, Production and operation Management System, Human Resource Management System, Executive information System.
Management Support system: Introduction and overview, Objectives and Characteristics, Collaborative Computing Technologies, Group Support System and technologies, Cloud computing **[10]**

Module3Decision support System:
Introduction and overview, DSS Architecture, Types of DSS, Managerial decision making and information system, Requirement for decision support for decision making and other executive work, Group DSS and Groupware Technologies, Decision Modelling and Analysis ,Managerial risk taking and organizational decision making **[6]**

Module4: **Intelligent System**
Introduction and overview, Artificial Intelligence, concept of AI, AI Vs Natural Intelligence, Expert system, concept of Expert system, Structure of Expert System, Working and Benefits
Knowledge Management: Introduction and overview, Knowledge Acquisition and validation, Knowledge representation, Inference Technique, **[5]**

Module 5 Data Ware Housing and Data Mining:
Introduction and Overview, Neural Network Fundamentals, Architecture, Applications, Genetic Algorithm, Fuzzy Logic, Fuzzy sets in DSS, System Integration, Intelligent software Agents and creativity. **[5]**

Text Books:

1. Decision Support System & Intelligent System, Turban, Aronson, Pearson
2. Business Intelligence: Data Mining an optimization for Decision Making, Vercellis Carlo, Wiley
3. Key Issues in the Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, USA

Reference Books:

1. Introduction to Knowledge Management, Todd Groff, Thomas Jones , Butterworth-Heinemann Publication, USA.
2. System Analysis and Design, KE Kendell, JE Kendell, Pearson Prentice Hall

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Programme Outcomes

Course Outcome #	Programme Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	2	1	1	1
5	1	2	3	2	1	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2
CD 2	Tutorials/Assignments		CO2	CD1,CD2
CD 3	Seminars		CO3	CD1,CD2,CD4
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD6
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 414 Strategic Management

COURSE INFORMATION SHEET

Course code	**: MT414**
Course title	**: Strategic Management**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: L: T: P:**
	: 2 0 0
Class schedule per week	**: 2**
Class	**: MBA**
Semester / Level	**: 2/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To understand the basics of Strategic management, nature of strategic management , and it's objective
B.	To explain the impact of different environments on strategic planning and the relation between environmental appraisal and strategic planning
C.	To analyze different types of strategies and integration of strategic plans with business plans.
D.	To familiarize the Strategic Analysis and Implementation Concepts.
E.	To familiarize strategy evaluation concept for strategic planning and for decision making.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Analyze the strategic requirements, the system of strategic planning and correlate business plans with strategic plans.
CO 2.	Evaluate corporate level strategies as to optimize business plans in the shorter as well as longer run
CO3.	Recognize the different strategic alternatives and be able to take appropriate decisions.
CO 4.	Analyze strategy implementation alternatives for effective decision making.
CO 5.	Evaluate the new business models and make appropriate plan for further action.

Syllabus

Module 1: Introduction of Strategic Management

Definition, nature, scope and importance of strategy and strategic management. Strategic decision making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: vision, mission, goals and objectives. Business definition. **[6]**

Module 2: Environment Appraisal

Concept of environment, components of environment (economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT. Internal Appraisal: The internal environment, organisational capabilities in various functional areas and strategic advantage profile. Methods and techniques used for organisational appraisal (Value chain analysis, financial and non-financial analysis, historical analysis, Identification of critical success factors (CSF**).** **[6]**

Module 3: Corporate Level Strategies

stability, expansion, retrenchment and combination strategies. Corporate restructuring. Concept of synergy. Business level strategies: Porter's framework of competitive strategies, conditions, risks and benefits of cost leadership, differentiation and focus strategies. Location and timing tactics. Concept, importance, building and use of core competence **[6]**

Module 4: Strategic Analysis and Strategic Implementation

Corporate level analysis (BCG, GE nine cell, Hofer's product market evolution and shell directional policy matrix). Industry level analysis, Porter's five forces model. Resource allocation, Projects and procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, values**.** **[6]**

Module 5 : Strategic Evaluation and Ethics

Strategy control and operational control. Organisational systems and techniques of strategic evaluation. Operational and derived functional plans to implement strategy integration of functional plans. **[6]**

Text Books

1. Azhar Kazmi: Business policy
2. William F. Glueck: Strategic management and business policy
3. Michael Porter: Strategic Management

Reference Books

1. S.B. Budhiraja&Atheya: Cases in Strategic Management
2. Wheelen&Rangarajan: Concepts in strategic management & Business policy

Jay.B.Barney& William. S. Hesterly: Strategic Management & Competitive Advantage

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1, CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT415 Cost Management

COURSE INFORMATION SHEET

COURSE CODE : MT 415

Course Title : Cost Management

Pre-requisite (s) : NIL

Co-requisite (s) : NIL

Credits :3 L:3 T0: P:0

Class schedule per week : 3

Class: MBA

Semester/Level : 2/4

Name of Teacher :

Course Objectives

This course enables the students:

A.	To impart comprehensive knowledge in field of cost management with Understanding of the terminology and concepts in identifying and classifying costs classification of cost.
B.	Togiveknowledgeofdifferenttypesofcosti.e.MaterialandLabourandtheirmodels and plans.
C.	To give knowledge of Costing Method and understanding the concept of different type of costing and their implication
D.	To impart knowledge of CVP Analysis with understanding of different methods and models
E.	To define as well as explain the concept of Budgetary control system, standard Costing and variance analysis and its importance, advantages and disadvantage.

Course Outcomes

After the completion of this course, students will be:

CO1.	Apply the Knowledge of cost accounting in the complex business scenario aimed at creating value for the organization.
CO 2.	Identify Cost Centre and interpret the cost accounting statements to design appropriate cost management policies.
CO 3.	Compare various cost accounting methods and implement the most appropriate method to enhance the profitability of the firm with the available resources.
CO 4.	Evaluate real life business scenarios to compute break-even position and recommend Strategies that leverage opportunities and improve performance

CO 5.	Appraise performance against given standards to establish the causes for variances and initiate control measures to overcome inconsistencies in performance.

Syllabus

Module 1 (6 Lectures)
Cost – Meaning, Objective, Elements of Cost, Classification of Cost, Cost Accounting – Meaning, Objective, Installation of Costing System, Cost Centre and Cost Unit – Definition & Concept, Objectives and Types, Cost Sheet. Material Cost. Economic Order Quantity, Maximum Level, Minimum Level, Ordering or Reordering Level, Danger Level, Stores Control – Perpetual Inventory System, ABC Method. Methods of Pricing – Specific Price Method, First In First Out, Last in First Out.

Module 2 (6 Lectures)
Methods of Remuneration - Time Rate System, Piece Rate System, Incentives Plans – Pre-requisites of Good Incentive Plan, Various Incentive Plans – Halsey Premium Plan, Rowan Plan, Taylor's Differential Piece rate System,

Module 3 (6 Lectures)
Job Order Costing - Procedures, Advantages, Limitations, Contract Costing – Cost Plus Contract, Economic Batch Quantity, Batch Costing, Multiple Job Order Cost System, Process Costing – Essentials, Procedures, Process Losses and Wastages, Abnormal Gain, Internal Process Profits, Process Costing vs. Job Costing. Absorption Costing –Meaning and Limitations, Marginal Cost– Definition and Nature. Marginal Costing – Net Profit Under Marginal Costing and Absorption Costing, Difference Between Marginal Costing and Absorption Costing.

Module 4(6 Lectures)
Meaning and Relationship, Break Even Analysis – Meaning, Assumptions, Methods of Calculations – Algebraic Method, Graphical Presentation, Contribution – Meaning & Concept, Calculation, P/V Ratio- Meaning & Concept, Calculation. Margin of Safety (MS) – Meaning & Concept, Calculation, Limiting Factor, Angle of Incidence, Construction of Profit Volume Chart, Limitations of Break-Even Analysis.

Module 5 (6 Lectures)
Budget and Budgetary Control System – Meaning & Concept, Objectives, Advantages, Limitations, Standard Cost – Meaning & Concept, setting of different types of Standards, Standard Costing – Meaning & Concept, Advantages, Disadvantages, Standard Costing Vs Budgetary Control System, Variance Analysis – Material Cost Variance, Material Price Variance, Material Usage Variance, Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance.

TEXT BOOKS:

1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt.Limited.
2. Cost Accounting, M N Arora, VikasPublication

REFERENCE BOOKS:

1. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication 4. Cost Accounting, Charles T Horngren, PearsonEducation
2. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage Learning

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1 and CD8
CD 2	Tutorials/Assignments/Workshop		CO2	CD1 and CD2
CD 3	Seminars		CO3	CD1 and CD2
CD 4	Mini projects/Projects		CO4	CD1 and CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD 6	Industrial/guest lectures		CO1	CD1 and CD8
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 416 Business Communication II

COURSE INFORMATION SHEET

Course code	**: MT416**
Course title	**: Business Communication II**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 1 L: T: P:**
	: 0 0 2
Class schedule per week	**: 2**
Class	**: MBA**
Semester / Level	**: 2/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To analyze and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.
B.	To understand the importance of specifying audience and purpose and to select appropriate communication choices.
C.	To interpret and appropriately apply modes of expression, i.e., descriptive, expositive, Narrative, scientific, and self-expressive, in written, visual, and oral communication
D.	To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
E.	To develop the ability to research and write a documented paper and/or to give an oral presentation.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Utilize analytical and problem-solving skills appropriate to business communication.
CO3	Participate in team activities that lead to the development of collaborative work skills.
CO4	Select appropriate organizational formats and channels used in developing and presenting business messages
CO5	Communicate via electronic mail, Internet, and other technologies and deliver an effective oral business presentation.

Syllabus

Module 1 Introduction to Business Communication:

Oral communication: Nonverbal communication, video conferencing, listening skill, public speaking, Body Language, postures and gestures, handshakes, gaze, smiles, hand movements, voice modulation, Eye contact, use of expression**.** **[6]**

Module 2 Written communications:

circulars, notices, memos, agenda and minutes of meeting, report writing, Creative writing, framing advertisement, slogans, captions, preparing press notes, resume writing, using Facsimiles (Fax), Handling Mail, writing essays, paragraph, summaries**.** **[6]**

Module 3

Group Discussions, Extempore, Principles of effective speech and presentations, Role playing. **[6]**

Module 4 Introduction to managerial writing

: Writing Business Letters – Formats and Styles of business letters, Types of business letters– Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News &Bad News, Acknowledgement. **[6]**

Module 5:
Various activities will be conducted for overall personality development of students emphasizing on Business communication. (Interpersonal Relational ship, Stress Management, Conflict Management, Time Management) **[6]**

Suggested Software

1. **ITELL**

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD6
CD2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD6
CD3	Seminars		CO3	CD1,CD2,CD4,,
CD4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT417 French Language

COURSE INFORMATION SHEET

Course code	**: MT417**
Course title	**: French Language**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 3 L: T: P:**
	: 3 0 0
Class schedule per week	**: 3**
Class	**: MBA**
Semester / Level	**: 2/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To develop the knowledge, understanding and the listening, reading, speaking and writing skills necessary for effective interaction in French.
B.	To explore the nature of languages as systems by making comparisons between French and English, leading to an appreciation of the correct application of linguistic structures and vocabulary.
C.	To demonstrate correct application of linguistic structures and vocabulary.
D.	To develop knowledge of the culture of French-speaking communities
E.	To inculcate an understanding of the interdependence of language and culture, thereby encouraging reflection on their own cultural heritage.

Course Outcomes

After completion of this course, students will be able to :

CO1.	Recognizes and responds to words, phrases and simple sentences in spoken French.
CO 2.	Identifies and responds to features of written French.
CO 3.	Uses known words in French to interact in everyday activities.
CO 4.	Demonstrates developing writing skills by recognizing and copying French.
CO 5.	Explores ways in which meaning is conveyed in French.

Syllabus

Module 1

Langue Française, Le pronom personnel, Articles définis et indéfinis, Verbes au présent, Se présenter et présenter quelqu'un (salutations formelles et informelles), Nationalités, professions, nombres, Négation, Demander et donner des infos personnelles **[9]**

Module 2
Articles partitifs, expression de la quantité, Les chiffres, Formule de politesse, les heures, les jours de la semaine, les mois de l'année, Adjectifs démonstratifs. **[9]**

Module 3
Trois formes d'interrogation, Utilisation de « est-ce que ? » et « qu'est-ce que c'est ? » quel, quelle etc. L'impératif, Adjectifs qualificatifs (mas/fém., pluriel etc.) et possessifs **[9]**

Module 4
Parler de goûts et des préférences et leurs degrés, Le présent, futur proche, passé récent, Décrire une personne ou un lieu. **[9]**

Module 5
Le passe composé, le futur, l'imparfait. Parler de ses activités quotidiennes, Décrire la ville, des amis, des parents etc. **[9]**

Text Books

1. Jumelage - Niveau-1, Manjiri Khandekar & Roopa Luktuke, Saraswati House Pvt. Ltd. New-Delhi
2. Alter Ego-1, Annie Berthet, Catherine Hugot, Véronique M. Kizirian, Béatrix Sampsons & Monique Waendendries, Hachette, Paris

Reference Books

1. Campus- 1, Jacky Girardet & Jacques Pécheur, CLE international, Paris
2. Libre Echange- 1, Janine Courtillon, Geneviève-Dominique de Salins & Christine Guyot-Clément, Didier, Paris

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD 6
CD 2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD 6
CD 3	Seminars		CO3	CD1,CD2,CD4,,
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT417 German Language

COURSE INFORMATION SHEET

Course code	**: MT418**
Course title	**: German Language**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 3 L: T: P:**
	: 3 0 0
Class schedule per week	**: 3**
Class	**: MBA**
Semester / Level	**: 2/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To enable the learners to listen and understand the spoken German language which uses the elementary spoken structures.
B.	To enable the learners to speak and engage in simple dialogues in German.
C.	To enable the learners to read and understand the elementary texts in German.
D.	To enable the learners to write simple sentences and short paragraphs in German.
E.	To expose the learners to the historical, social and cultural aspects of Germany and other German speaking countries.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Understand familiar, everyday expressions and simple sentences.
CO2	Introduce him/herself and others as well as ask others about themselves and Communicate using simple sentences.
CO3	Read and comprehend basic German sentences relating to routine situations.
CO4	Write simple sentences and short paragraphs in German.
CO5	Identify and deal with social and cultural aspects of Germany and other German speaking countries.

Syllabus

Module 1
Sich begrüssen, sich vorstellen, sich verabschieden und Woher kommen Sie? Ländernamen, Nationalitätsbezeichnung, Das Verb: Präsens – (sein, heissen), Personalpronomen: ich und Sie, Verb + Adjektiv, Das Nomen: Singular und Plural, Zahlen von 1 – 10. Antworten mit Ja / Nein **[7]**

Module 2
Das Alphabet, buchstabieren, Das Verb: haben, schliessen, machen, Fragepronomen, Zahlen von 0- 1,000,000, Personalpronomen, Das Demonstrativpronomen „DAA", Unterschied zwischen Uhr – Stunde, Negativartikel, Der Artikel: bestimmter und unbestimmter Artikel. **[12]**

Module 3
Reisende im Gespräch, Das Verb: Präsens - (fahren, lesen, nehmen usw.), Vorsilbe und Verb (trennbare Verben), Wortstellung von trennbaren Verben, Präpositionen, Tage – Monate. Erklärung von drei **sie/Sie,** Der Akkusativ, „es gibt/gibt es"**.** **[6]**

Module 4
Ein Freunde besucht, Das Nomen: Akkusativ-und Dativergänzungen, Das Fragepronomen: Wem?, Possessiv-Pronomen, Präpositionen mit dem Dativ und mit dem Akkusativ, Das Zeitadverb.
Geburtstag feiern, Telefongespräch, Die Uhrzeiten, Modalverben, Das Personalpronomen bei Akkusativ- und Dativergänzungen. **[6]**

Module 5
Die Wohnung beschreiben, Ein Zimmer vermieten, Richtungsangaben, Das Demonstrativpronomen: dies, wohen? – wo? – wohin? Präpostionen mit dem Akkusativ oder Dativ, Jahreszahlen, Konjugation von möchten, Der Genetiv, Das Präteritum: sein und haben, Reflexivpronomen, Das Perfekt. **[14]**

Text Book:
1.Heinz Griesbach, Dora Schulz. Deutschsprachlehre für Ausländer, Max Hueber Verlag, München, Germany.(Note: Text pages relevant to the modules will be only dealt with).

Reference Books:
1. Hartmut Aufderstrasse, Jutta Müller, Thomas Storz. Lagune: Kursbuch: Deutsch als Fremdsprache - A1-I + II,Hueber Verlag, Ismaning, Germany.
2. Roza Maria Dallapiazza, Eduard von Jan, TilSchönherr. Tangram Aktuell – A1-I + II, Max Hueber Verlag, Ismaning, Germany.
Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements):
POs met through Gaps in the Syllabus:
Topics beyond syllabus/Advanced topics/Design:
POs met through Topics beyond syllabus/Advanced topics/Design:

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD 6
CD 2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD 6
CD 3	Seminars		CO3	CD1,CD2,CD4,,
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			

MT419 Legal Environment for Business

COURSE INFORMATION SHEET

Course code	**: MT419**
Course title	**: Legal Environment for Business**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 2 L: T: P:**
	: 2 0 0
Class schedule per week	**: 2**
Class	**: MBA**
Semester / Level	**: 1/4**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

1.	To explain the concept of contract, performance of contract and breach of contract and special types of contract.
2.	To develop the understanding of partnership business
3	To explain rights, duties and dissolution of firm
4	To introduce basics of company act and aware them with company management.
5.	To introduce and explain negotiable instrument act as well as sales of goods act.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Analyze contract and define the business actions as valid contract, pledge or bailment.
CO2.	Identify critical issues of partnership business and can recognize its rights and duties.
CO3.	Distinguish Public and Private company, explain the duties and responsibilities of the management to run the company business.
CO4.	Define and characterize different negotiable instruments.
CO5.	Develop the idea of sale, distinguish sale and agreement to sell and can explain conditions and warranties.

Syllabus:

Module 1 The Indian Contract Act 1872
Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract. **[4]**

Module 2 Special Contracts
Indemnity- Concept, Rights and Duties of Parties, Guarantee- Concept, Difference Between Indemnity and Guarantee. Bailment- Concept, Sale, Duties and Rights of Parties, Pledge- Concept, Duties and Rights of Parties. **[8]**

Module 3 The Indian Partnership Act 1932
Meaning and Nature of Partnership, Essential Elements of Partnership, Partners and Firms, Registration of Firms, Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm, **[6]**

Module 4 The Companies Act 1956
Meaning, Salient Features and Types of company, Lifting of Corporate Veil, Difference between Public and Private company, Formation of Company, Memorandum of Association, Articles of Association, Prospectus. **[6]**

Module 5 The Negotiable Instruments Act 1881
Definition and Characteristics of Negotiable Instruments, Essentials of Negotiable Instruments, Negotiation and Discharge of Negotiable Instruments, Crossing of a Cheque.
The Sales of Goods Act 1930: Introduction and features, Distinction between 'Sale' and 'Agreement to sell', Subject- matter of Contract of Sale, Conditions and Warranties. **[6]**

TEXT BOOKS:

1 Business Law: One should Know, Ajay Garg, Navi Publication.
2 Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill.
3 Indian Business Laws, S.K.Aggarawa l& K. Singhal, Galgotia Publications Pvt. Ltd.

REFERENCE BOOKS

1. Business Law Including Company Law, S.S. Gulsan & G.K. Kapoor, New Age International Publishers.
2. Business Law, Satish B Mathur, McGraw-Hill.
3. Mercantile Law, M.C.Kuchhal, Vikash Publications.
4. Bare Act with short notes/comments(For each Different Laws)- Universal Law Publishing Co. Pvt. Ltd., Commercial Law Publishers (India).

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	3	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD 6
CD2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD 6
CD3	Seminars		CO3	CD1,CD2,CD4,,
CD4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 560 Summer Internship

COURSE INFORMATION SHEET

Course code	**: MT560**
Course title	**: Summer Internship**
Pre-requisite(s)	**: Nil**
Credits	**: Non Credit**

Each student will complete an Internship of 4-6 weeks in an organization. The student will register for this Non Credit course in Sem III. Direct Assessment will be based on evaluation of the Internship report and a Viva Voce conducted anytime during the semester.

MT 501 Entrepreneurship

COURSE INFORMATION SHEET

Course code	**: MT501**
Course title	**: Entrepreneurship**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 1 L: T: P:**
	: 1 0 0
Class schedule per week	**: 1**
Class	**: MBA**
Semester / Level	**: 4/5**
Name of Teacher	**:**

Course objective:

This course enables the students to:

A.	To understand the various concepts of entrepreneurship, marketing process and tools of marketing
B.	To identify the motivational traits of entrepreneurs, marketing strategies of Bio-Technology companies and the promotional activities
C.	To know the entrepreneurial development process and the power of positioning of a biotech company
D.	To understand the setting up small business firms, the negotiation process and the channel strategies
E.	Basic knowledge of international marketing with emphasis on start-up businesses
F.	To understand the barriers and solutions of entrepreneurship-SWOT analysis
G.	To design the B-Plans for companies and steps for commercialization of firms

Course outcomes:

After successfully completing the course the students will be able to

CO1	Identify factors of the entrepreneurship process and apply the marketing concepts for start-up firms
CO2	Visualize the development of traits of motivation and utilising the tools of marketing for creating a biotech start-up firm.

CO3	Design the process to develop an entrepreneur and also to develop new ones among the new start-up firm.
CO4	the priorities of setting-up of new enterprise and overcoming the barriers of Entrepreneurship.
CO5	Apply the techniques of entry strategies of markets and positioning the company's new offerings in the selected global market/segment.
CO6	Understand The role of SWOT analysis and the related understanding of the risks in new ventures

Syllabus:

Module 1
Introduction
Definition, Concept of Entrepreneurship & Intrapreneurship, Characteristics and skills of entrepreneurs
Entrepreneurial Development
Entrepreneurship & Economic development, Contribution of Small enterprises to the economy, Entrepreneurial environment, Types of Entrepreneurs. **[3]**

Module 2
Developing the Business Plan
Generating Business Ideas, Selecting a Business Idea, Elements of a Business Plan, Building Competitive Advantage, Conducting feasibility Analysis**.** **[3]**

Module 3
Sources of Finance
Equity vs. Debt Capital, Sources of Equity Finance, Institutional finance, Venture Capital, Lease Finance,
Forms of Business Ownership
Sole Proprietorship, Partnership, Corporations and other forms of ownership **[3]**

Module 4
Intellectual Property Management:
Importance of innovation, Patents& Trademarks in Small Businesses, Introduction to Laws relating to IPR in India. **[3]**

Module 5
Institutional support for small businesses:
Support in areas of Technology, Finance, Infrastructure, Marketing, Entrepreneurship Development

Minimum 5 Cases to be discussed **[3]**

Text books:

1. Hisrich & Peters, Entrepreneurship, Tata McGraw Hill
2. Norman M. Scarborough, Essentials of Entrepreneurship & Small Business Management
3.

Reference books:

1. Entrepreneurship, Rajeev Roy, Oxford University Press
2. Entrepreneurship Management : Text and Cases, Bholanath Dutta ,Excel

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD 6
CD 2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD 6
CD 3	Seminars		CO3	CD1,CD2,CD4,,
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT502 Business Ethics and CSR

COURSE INFORMATION SHEET

Course code : MT502
Course title : Business Ethics and CSR
Pre-requisite(s) : NIL
Co- requisite(s) : NIL
Credits :1 L: T: P:
1 0 0
Class schedule per week 1
Class : MBA
Semester / Level : 4/5
Name of Teacher:

Course objective:

This course enables the students to:

A.	To understand and appreciate the elements of ethics, the importance of ethical decision making, and its effects on themselves, business and society
B.	To distinguish between ethics and morals.
C.	To understand the ethical dilemmas facing managers.
D.	To explore models that supports ethical decision making and their limitations.
E.	To understand corporate social responsibility and philanthropy
F.	To consider the role of business in relation to ethics, CSR & sustainability.

Course outcomes:

After successfully completing the course the students will be able to:

CO1	Apply ethical components of managerial decision making
CO2	Develop strategies using ethical frameworks
CO3	Draw upon a range of models to aid ethical decision-making
CO4	Apply the knowledge of ethics to everyday
CO5	Outline the importance of CSR in business practices

Syllabus:

Module 1
Nature and purpose-Introduction, Definition of Ethics, Moral Behaviour, Characteristics of moral standards
Business Ethics- Role of ethics in business, Relative autonomy of business morality. **[3]**

Module 2
Business Ethics and Individual Interest- Interest based outlook, Impact of interest on moral goals and moral principles, Utilitarian views on business ethics. **[3]**

Module 3
Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory **[3]**

Module 4
Introduction to CSR- Meaning & Definition of CSR, Concept of sustainability, CSR through triple bottom line and Sustainable Business; environmental aspect of CSR **[3]**

Module 5
International framework for corporate social Responsibility -Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India. Review current trends and opportunities in CSR.CSR as a Strategic Business tool for Sustainable development **[3]**

Minimum 5 Cases to be discussed

Text books:

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. Corporate Social Responsibility in India - Sanjay K Agarwal

Reference books:

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2

5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD 6
CD 2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD 6
CD 3	Seminars		CO3	CD1,CD2,CD4,,
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 503 Project

COURSE INFORMATION SHEET

Course code : MT503
Course title : Project
Pre-requisite(s) : NIL
Co- requisite(s) : NIL
Credits :3
Semester / Level : 4/5

MBA PROGRAMME ELECTIVES

BUSINESS ANALYTICS

MT 547 Business Forecasting

COURSE INFORMATION SHEET

Course code : MT 547
Course title : Business Forecasting
Pre-requisite(s) :MT405, MT411
Co- requisite(s) : NIL
Credits : 2L: T: P:
2 0 0
Class schedule per week 2
Class : MBA
Semester/Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students to :

1.	To understand predictive analytics.
2.	Expose to various forecasting methods.
3.	To impart knowledge of factors affecting demand.
4.	To understand forecasting techniques with computer software.
5.	Equip with various time series models

Course Outcomes

After the completion of this course, students will be able to:

CO 1.	Apply forecasting methods.
CO2.	Use smoothing and decomposition method.
CO3.	Forecast dynamics of demand.
CO4.	Apply regression models for forecasting
CO5.	Apply Box Jenkins and ARIMA time series models.

Syllabus

Module 1:
Predictive analytics: An overview
Overview of quantitative and qualitative predictive analytics and forecasting methods**,** Measuring forecasting accuracy, Naïve forecasting methods, forecasting with Internet time series data, forecast process, data consideration , SAS Primer (the interfaces of SAS) **[6]**

Module 2:

Smoothing and decomposition method
Single variable forecasting methods, Moving averages, simple and double exponential smoothing , smoothing models for seasonal data , Additive and multiplicative decomposition methods , SAS Primer (working with data sets, reading / writing files, descriptive statistics , tabulations**)** **[6]**

Module 3:
Estimation of Demand
Marketing Research techniques, consumer surveys, consumer clinics, focus groups, market experiments in Test stores, statistical estimation, variable identification **[6]**

Module 4:
Forecasting with regression models
Introduction to forecasting with Regression methods, SAS Primer (proc, reg, time trend modelling), forecasting with multiple regression, SAS primer (Proc, reg, proc Logistic) **[6]**

Module 5 :
ARIMA Time series models
Stationary of time series, transformation for achieving stationary, auto correlations and partial correlations, autoregressive models, Moving average models, ARIMA models, BOX Jenkins methodology of model building **[6]**

TEXT BOOKS

1. Bowerman BL, O Connell R T and Koehler A B forecasting, Time Series and Regression: An applied approach, 4/e Thomson , 2005.
2. Hanke J E and Wichern D W, Business forecasting, a/e , Prntice Hall 2009

REFERENCE BOOKS

1. Keithord , Robert Fildes(2012) : Principles of business forecasting, Cengage learning

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
Mid Sem Examination Marks	25
End Sem Examination Marks	50
Quiz (s)	20
Assignments	5

Indirect Assessment –
1. Student Feedback on Course Outcome

Mapping between Course Objectives and Course Outcomes

Course Objectives	Course Outcomes				
	1	**2**	**3**	**4**	**5**
1	1	1	2	2	2
2	2	1	3	2	2
3	2	2	2	2	2
4	1	1	2	3	2
5	3	3	2	2	1

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD8
CD2	Tutorials/Assignments		CO2	CD1,CD4,CD8
CD3	Seminars		CO3	CD1,CD2,CD4,CD9
CD4	Mini projects/Projects/case studies		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD9
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 548 Data Visualization for Managers

COURSE INFORMATION SHEET

Course code : MT 548
Course title : Data Visualization for Managers
Pre-requisite(s) : MT405, MT411
Co- requisite(s) : NIL
Credits : L: **T:** **P:**
2 0 0
Class schedule per week : 2
Class : MBA
Semester / Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students to:

A.	Command a conceptual understanding and the ability to manage different aspects of the survey research process
B.	Use SPSS syntax for data analytics and management.
C.	Adopt appropriate statistical procedures to conduct analyses depending on the research goals and the nature of survey data
D.	Develop insights based on analytical results to better understand attitudes, perceptions and behavior

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Process raw data to make it suitable for various data mining algorithms.
CO2.	Discover and measure interesting patterns from different kinds of databases.
CO3.	Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.
CO4.	Interpret the contribution of data warehousing and data mining to the decision-support level of organizations
CO5.	Propose data-visualizations solutions for different applications

Syllabus

Module 1
Introduction to the principles and techniques for data visualization, Design principles for charts and graphs, Common tools for creating data visualizations (Excel, PowerPoint, and Google Visualization API) **[5]**

Module 2
The process creating visualizations and selecting the appropriate visual display, Hands on with Tableau, Designing effective digital presentations, Telling stories with data **[6]**

Module 3
Visualization as exploration, visualizing categorical data, Visualizing time series data, visualizing multiple variables, Visualizing geospatial data **[6]**

Module 4
Dashboard design, Web-based visualizations, Interactive visualizations and motion, create multiple versions of digital visualizations using various software packages **[6]**

Module 5
Visualization of groups, trees, graphs, clusters, networks, software, Visualization of volumetric data, vector fields, processes and simulations, visualization of maps, geographic information, GIS systems. [**7]**

TEXT BOOKS

2. Wong, D. (2011). The Wall Street Journal guide to information graphics: The dos and don'ts of presenting data, facts and figures. New York: W.W. Norton & Company. Available at the NYU Bookstore
3. Yau, N. (2013). Data Points: Visualization that means something. Indianapolis: O'Reilly. Available at the NYU Bookstore
4. Few, S. (2012). Show me the numbers: Designing tables and graphs to enlighten. Burlingame, CA: Analytics Press.

REFERENCE BOOKS

1. Few, S. (2006). Information dashboard design: The effective visual communication of data. Sebastopol: O'Reilly.
2. Ware, C & Kaufman, M. (2008). Visual thinking for design. Burlington: Morgan Kaufmann Publishers.
3. Yau, N. (2011). Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics. Indianapolis: O'Reilly.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
Mid Sem Examination Marks	25
End Sem Examination Marks	50
Quiz (s)	20
Assignments	5

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcomes							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	3	2	3	2	1	3	2
2	1	1	1	2	3	1	2	3
3	1	1	1	1	2	2	3	1
4	1	3	1	3	3	1	2	1
5	1	2	1	2	2	2	2	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD8
CD2	Tutorials/Assignments		CO2	CD1,CD4,CD8
CD3	Seminars		CO3	CD1,CD2,CD4,CD9
CD4	Mini projects/Projects/case studies		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD9
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 549 Data Mining

COURSE INFORMATION SHEET

Course code : MT 549
Course title : Data Mining
Pre-requisite(s) : MT405, MT411
Co- requisite(s) : NIL
Credits :2L: T: P:
2 0 0
Class schedule per week : 2
Class : MBA
Semester/Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To introduce the basic concepts of Data Warehouse and Data Mining
B.	Examine the types of the data to be mined and apply pre-processing methods
C.	Discover interesting patterns,
D.	Analyze supervised and unsupervised models and estimate the accuracy of the algorithms.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Process raw data to make it suitable for various data mining algorithms.
CO2	Discover and measure interesting patterns from different kinds of databases.
CO3	Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.
CO4	Interpret the contribution of data warehousing and data mining to the decision-support level of organizations
CO5	Propose data-mining solutions for different applications

Syllabus

Module1
Data Mining (DM), Fundamental Concepts, Architectural Aspects of Data Mining, Data Mining Techniques, Data Mining Issues and Challenges **[5]**

Module 2
The Business Context of Data Mining, Data Mining for Process Improvement, Data Mining as a Research Tool, Data Mining for Marketing, Data Mining for Customer Relationship Management **[6]**

Module 3.
Association Rules, Introduction and Overview, Discovering Association Rules, A Priori Algorithm, Partition Algorithm, Incremental Algorithm, Border Algorithm, Association Rules with item Constraints [6]

Module 4.
Classification and Clustering, Introduction, Clustering Paradigms, Partitioning Algorithm, K-means Clustering Algorithm, Hierarchical Clustering, Fuzzy c-means Algorithm, Categorical Clustering Algorithm [6]

Module 5
Data Mining Tools, Decision Trees, Neural Networks, Genetic Algorithms , Rough Sets and Fuzzy Logic, Advanced Mining Techniques, Web Mining (Web content Mining, Web usage Mining, Web Structure Mining) and, Mining for e-Business, Text Mining, etc. And DM Applications [7]

Suggested Readings:

Text Books:

1. Pang-Ning Tan, Michael Steinback, Vipin Kumar, "Introduction to Data Mining", Pearson Education, 2008.
2. M.Humphires, M.Hawkins, M.Dy,"Data Warehousing: Architecture and Implementation", Pearson Education, 2009.

Reference Books:

1. Anahory, Murray, "Data Warehousing in the Real World", Pearson Education, 2008.
2. Kargupta, Joshi,etc., "Data Mining: Next Generation Challenges and Future Directions", Prentice Hall of India Pvt Ltd, 2007.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD 6
CD 2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD 6
CD 3	Seminars		CO3	CD1,CD2,CD4,,
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 550 Multivariate Data Analysis

COURSE INFORMATION SHEET

Course code : MT 550
Course title : Multivariate Data Analysis
Pre-requisite(s) : MT405, MT411
Co- requisite(s) : NIL
Credits :2 L: T: P:
: 2 0 0
Class schedule per week 2
Class : MBA
Semester/Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students to:

A.	Introduce the language of multivariate data analysis
B.	Understand the characteristics of multivariate quantitative research, including strengths and weaknesses
C.	Perform Test of Hypothesis as well as calculate confidence interval for a population parameter for single sample and two sample cases. Understand the concept of p-values.
D.	Understand the principles and characteristics of the multivariate data analysis techniques

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Distinguish between dependence and interdependence methods in multivariate data analysis
CO2.	Identify the most appropriate statistical techniques for a multivariate dataset
CO3.	Carry out and apply commonly used multivariate data analysis techniques, and interpret results
CO4.	Use statistical software packages for the analysis of multivariate data
CO5.	Undertake statistical analyses using appropriate multivariate techniques, which include principal component, factor analysis, discriminant and clustering analysis;

Syllabus

Module 1
Multivariate normal random variables, Random samples from multivariate normal inferences about a mean vector, Classical Linear Regression Model: Gauss-Markov Violations of classical regression assumptions, Regression topics: multi co linearity, moderator variables, non-spherical error, dummy variables, Poisson regression, Specification errors in regression **[8]**

Module 2:
Exploratory Factor analysis, SPSS applications of factor analysis, Multidimensional Scaling, Cluster analysis, Confirmatory Factor Analysis, Confirmatory Factor Analysis via AMOS, **[6]**

Module 3:
Simultaneous equation regression and 2SLS, Structural equation models (SEM), Identification of systems of equations, Structural equation models via AMOS, ANOVA and MANOVA, MANOVA via SPSS General linear model **[6]**

Module 4 :
Discriminant analysis, Binary logit models of qualitative choice, Multinomial Logit and Nested logit **[4]**

Module 5 :
Functional data analysis, Functional PCA, Functional Classification, Functional Clustering **[6]**

TEXT BOOKS
1. Analyzing Multivariate Data by James Latin, Douglas Carroll and Paul Green, 2003, ISBN 0-534-34974-9, Thomson Learning.
2. Optional: SPSS Companion for Latin /Green/Carroll's Analyzing Multivariate Data, ISBN0-534-38226-6.
3. Matrix Operations, Richard Bronson, Schum Outline Series, McGraw-Hill, 1989.

REFERENCE BOOKS
1. Applied Multivariate Statistical Analysis, 5thEd.by Richard A. Johnson and Dean W. Wichern (required)
2. Rancher, A. C. & Christensen, W. F. (2012). Methods of Multivariate Analysis (3rd ed.). Hoboken, NJ: Wile

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD6
CD 2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD6
CD 3	Seminars		CO3	CD1,CD2,CD4,,
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 551 Data Science using R

COURSE INFORMATION SHEET

Course code : MT 551
Course title : Data science in R
Pre-requisite(s) : MT405, MT411
Co- requisite(s) : NIL
Credits : 2 L: T: P:
2 0 0
Class schedule per week 2
Class : MBA
Level : 3/5
Branch : MBA
Name of Teacher:

Course Objectives

This course enables the students to :

A.	To understand the significance of R .
B.	To impart knowledge of essentials of R programming.
C.	To impart knowledge of data Analysis in R
D.	To understand data analysis in R.
E.	Understand data manipulation and predictive modelling.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Quantify determinants of Demand.
CO2.	Write programs in R
CO3.	Determine the nature of measurement as continuous and categorical.
CO4.	Explain data manipulation using R.
CO5.	Design Predictive models using machine learning in R

Syllabus

Module-1 : Why learn R
How to install R/R studio, How to install R packages, Basic computations in R **[6]**

Module-2 : **Essentials of R Programming**
Data types and objects in R, control structure (functions) in R, Useful R packages **[6]**

Module-3: **Exploratory Data analysis in R**
Basic graphs, treating missing values, working with continuous and categorical variables **[6]**

Module-4:
Data manipulation in R, Feature engineering, Label encoding / one hot encoding **[6]**

Module-5:
Predictive modelling using machine learning in R, linear Regression, Decision tree, Random forest **[6]**

TEXT BOOKS
1. R for everyone - Advance analytics and graphics, Jared P. Lander

REFERENCE BOOKS
1. Cookbook by Paul Teetor, publisher- O'Reilly Media

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –
1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	L

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD 6
CD 2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD 6
CD 3	Seminars		CO3	CD1,CD2,CD4,,
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 552 Marketing Analytics

COURSE INFORMATION SHEET

Course code : **MT 552**
Course title : **Marketing Analytics**
Pre-requisite(s) : **MT405, MT411**
Co- requisite(s) : **NIL**
Credits : **2** L: **T:** **P:**
2 **0** **0**
Class schedule per week **2**
Class : **MBA**
Level : **3/5**
Name of Teacher :

Course Objectives
This course enables the students to :

A.	Accurately articulate how modern organizations are using "Big Data" and analytics in solving marketing problems.
B.	Use analytic approaches in Pricing.
C.	Accurately articulate how to translate typical marketing and sales problem.
D.	Justify use of a particular marketing analytic approach and communicate its managerial implications to a non-technical audience.
E.	Use fundamental web analytics principles and tools to monitor and improve digital and social media marketing campaign and e-commerce websites.

Course Outcomes

After the completion of this course, students will be able to:

1.	Accurately articulate how modern organizations are using “big data” and analytics to (a) solve old marketing problems in new ways and (b) pursue new marketing opportunities.
2.	Suggest analytic approaches to transform marketing and sales data into actionable marketing decisions.
3.	Accurately articulate how to translate typical marketing and sales problems into problems amenable to being solved with common marketing models.
4.	Justify the use of a marketing analytics approach and communicate its managerial implications to all stakeholders of the marketing problem.
5.	Use fundamental web analytics principles and tools to monitor and improve digital and social media marketing campaigns and ecommerce websites.

Syllabus

Module 1: Concept of "Big Data" and Analytics in Marketing
Using Excel to Summarize Marketing Data, Slicing and Dicing Marketing Data with Pivot Tables, Excel Charts to Summarize Marketing Data, Excel Functions to Summarize Marketing Data. **[6]**

Module 2: Pricing in Marketing Analytics
Pricing, Estimating Demand Curves and Optimize Price, Price bundling, Non-Linear Pricing and Price Skimming **[6]**

Module 3: Analytic Approach in Forecasting Marketing and Sales Data
Forecasting, Simple Regression and Correlation, Multiple Regression to Forecast sales Modelling Trend and Seasonality, Ratio to Moving Average Method, Winter's Method **[6]**

Module 4: Techniques of Customer Relationship Management
Customer Valuation and Conjoint Analysis, Customer Value Analysis, Customer Lifetime Value - Text Analytics, Web and Social Media analytics. **[6]**

Module 5: Techniques of Retail Management
Retailing Analytics, Market Basket Analysis and Lift, Allocating Retail Space and Sales Resources - Advertising and Promotion Analytics, Measuring the effectiveness of Advertising. **[6]**

Minimum 5 cases are to be discussed

Text Books

1. Data Driven Marketing, Mark Jeffery Kellogg's School of Management.
2. Lean Analytics, Alistar Croll and BenjamenYoskovitz.
3. Digital Marketing Analytics, Chuck Hemann and Ken Burbary.

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4,,CD 6
CD 2	Tutorials/Assignments		CO2	CD1,CD2,CD4,,CD 6
CD 3	Seminars		CO3	CD1,CD2,CD4,,
CD 4	Mini projects/Projects		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

FINANCE

MT504 MANAGEMENT OF FINANCIAL SERVICES

COURSE INFORMATION SHEET

Course code : MT504
Course title : Management of financial Services
Pre-requisite(s) : MT402, MT415
Co- requisite(s) : NIL
Credits : L: T: P:
2 0 0
Class schedule per week 2
Class : MBA
Semester / Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To impart knowledge about Indian financial system and Indian financial market and its assets
B.	To develop knowledge Money market and its players and instruments along with legal framework of Indian financial system
C.	To introduce organisational structure of RBI and Monetary Policy
D.	To develop sound knowledge about functions of commercial banking and its fund base business.
E.	To introduce functions of world bank and International Financial Market.

Course Outcomes

After the completion of this course, students will be able to

CO1.	Explain and analyse the workings of Indian Financial system, Market and its assets
CO2.	Explain the role of money market in Indian Financial System and the importance of legal framework.
CO3.	Describe the organisational structure of RBI as well as the Monetary Policy.
CO4.	Analyse the functions of Commercial banking and its fund base business and non-fund base business and apply at organisational level
CO5.	Explain the International Financial Market and working of World Bank.

Syllabus

Module 1

Overview of Financial System, Indian Financial System, Financial Services in Indian Financial Market, Concept of Financial Assets, Different types of Financial Assets & Their Role in Economic Development (The module deals with country specific Financial System) **[6]**

Module 2
Financial Market, Organizational Structure, Weaknesses, Suggestions to Improve Operational Efficiencies of Financial Market, Money Market - Organization, Different Players, Different Types of Instruments, Capital Market – Organization, Different Players, Different types of Instruments. Legal Framework of Financial System Guideline of SEBI, Indian Companies Act 1956, FERA, Negotiable Instrument Act 1881.(The module deals with country specific legal framework) **[6]**

Module 3
Reserve Bank of India Organizational Structure of RBI, Role of RBI, Monetary Policy of RBI, Credit Control Measures, Liquidity Adjustment Facility (LAF),(The module deals with country specific Central Banking System) **[4]**

Module 4
Commercial Banking Functions, Different Types of Commercial Banking - Unit & Branch Banking, Fund Based Business- Working Capital Loan, Term Loan, Working Capital Term Loan (WCTL). Non-Fund Based Business- Bank Guarantee and Letter of Credit. Non-Banking Financial Companies Loan Companies, Investment Companies, Hire Purchase Companies, Lease Companies, Housing Finance, Merchant Banks, Venture Capital Funds, Factoring & Credit Rating Companies. **[8]**

Module 5
International Market and Financial Services International Financial Institutions - International Monetary Fund, Asian Development Bank World Bank. International Financial Market, International Financial Assets and Services. **[6]**

Text Books

T1. Financial services, MY Khan, Tata McGraw Hill Publication
T2. Management of Indian Financial Institution, R M Srivastava, Himalaya Publication
T3. Indian financial system, H R Machiraju ,Vikas Publication
T4. Management of Financial Services, Bhatia and Batra, Deep & Deep Publication
T5. Management of Banking and Financial Services, Padmalatha Suresh, Pearson
T6. Financial Services, Dr. S Guruswamy, Tata McGraw Hill
T7. Money and Capital Markets, Peter S. Rose & Milton H Marquis, McGraw Hill
T8. Foundations of Financial markets and Institutions, Fa b ozzi, Modigliani, Jones &Ferri, Pearson Education
T9. Financial Markets and Institutions, Jeff Mudra, Cengage

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1,	CD1,CD2
CD 2	Tutorials/Assignments/Workshop		CO2	CD1,CD2,CD3
CD 3	Seminars		CO3	CD1,CD2CD3
CD 4	Mini projects/Projects		CO4	CD1,CD2CD3, CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3, CD4CO5
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT505 INVESTMENT & PORTFOLIO MANAGEMENT

COURSE INFORMATION SHEET

Course code: MT505

Course title: Investment & Portfolio

Management Pre-requisite(s):
MT402, MT415

Co- requisite(s):NIL

Credits:2 L:2 T:0 P:0

Class schedule per week: 2

Class: Management

Semester / Level: 3/5

Name of Teacher:

Course Objectives
This course enables the students:

A.	To impart knowledge in Investment decision making with understanding of classification of investors and different investment channels
B.	To give knowledge of functioning of capital and money market focusing the conceptvaluationofdifferentfinancialinstruments/claimsdealtinthefinancial market
C.	To give knowledge of risk management understanding the concept of technical and fundamental analysis of risk for investment decision making
D.	To impart knowledge of portfolio management with understanding of different models of modern portfolio management
E.	To define as well as explain the derivatives (options *and futures)* as they apply in security market comparing the advantages and disadvantages of them.

Course Outcomes
After the completion of this course, students will be able to:

CO1.	Suggest suitable investment avenues for different class of investors after analyzing various factors influencing investors' choice
CO2.	Classify the risk involved in investment and compute the risk and return arising from categories of investment

CO3.	Perform fundamental and Technical analysis of securitiesto analyze their performance.
CO4.	Differentiate between various financial instruments based on their valuation as an investment manager and have an understanding of different financialderivatives available in the capital market.
CO5.	Comprehend the concept of diversification strategy behind construction of investment portfolios with reference to different academic models of modern portfolio management

Syllabus

Module 1 (6 Lectures)
Introduction Concept: Investment, Speculation & Gambling: Influencing Factors of Investment Decision Making: Financial Decisions vs. Investment Decisions: Investors Classification: Investment Avenues - Bonds Preference Shares Equity Shares: Government Securities, Post Office Deposits: Real Estates: Venture Capital Mutual Fund Exchange Traded Funds: Life Insurance. Capital Market: Concept: Functions: Participants. Primary Market: Functions: Methods of Floating New Issues: Secondary Market: Stock Exchanges — Functions: Over the counter Exchange of India: National Stock Exchange of India: Trading System — Type of Orders: Settlement.

Module 2 (4 Lectures)
Risk & Returns Meaning &Concept, Measurements of Risk and Return – Mean, Standard Deviation &Variance, Classification of Risk, and Management of Risk.

Module 3 (6 Lectures)
Investment Analysis Concept of Fundamental Analysis- Analysis of Country's Economic Condition, Study and Analysis of State of the industry and the Company — Concept of Industries, Lifecycle, Characteristics, Company Analysis —Analysis of Financial Statements. Technical Analysis, Charts and Technical indicators

Module 4 (8 Lectures)
Valuation of Bonds & Equity Bond Theorem, Preference Shares, Equity Shares. Financial Derivatives Concept, Forward Contract — Features, Advantages and Disadvantages, FutureContracts— features, Advantages and Disadvantages, Options—Call Options, Put Options, Uses of Options.

Module 5 (6 Lectures)
Portfolio Management: Markowitz Portfolio Model, Sharpe Model, CA PM, Portfolio Management process, Portfolio Management Strategies, Portfolio Revision & Evaluation.

Text books:

1. Investment & Portfolio Management, Prasanna Chandra, Tata McGrawHill
2. Security Analysis & portfolio Management, S Kevin, PHILearning
3. Security Analysis and Portfolio Management, Punithavathy Pandian, VikasPublishing
4. Security Analysis and Portfolio Management, Fischer & Jordan,PHI
5. Investment Analysis and Management, Charles P Jones, JohnWiley
6. Modern Investment Theory, Haugen Roberts,PHI
7. Fundamentals of Investments, Alexander, Gordon, Jeffery, and SharpeWilliams

8. Modern Portfolio Theory and Investment Analysis, Elton, Gruber, Brown andGoetzmann

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	1	2	2	2	2
2	1	1	1	2	2	2	2	2
3	1	2	2	2	2	2	2	3
4	1	1	1	2	2	2	3	3
5	1	1	1	1	1	1	1	1

Gaps in the syllabus (to meet Industry/Profession requirements) POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1,	CD1,CD2
CD2	Tutorials/Assignments/Workshop		CO2	CD1,CD2,CD3
CD3	Seminars		CO3	CD1,CD2CD3
CD4	Mini projects/Projects		CO4	CD1,CD2CD3, CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD3, CD4CO5
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT506 CORPORATE FINANCE

COURSE INFORMATION SHEET

Course code: **MT506**
Course title: CORPORATE
FINANCE Pre-requisite(s):
MT402, MT415
Co- requisite(s): NIL
Credits:2 L:2 T:0 P:0 Class schedule per week: 2 Class: MBA
Level: 3/5
Name of Teacher:

Course Objectives

This course enables the students:

A.	The course develops frameworks for better understanding of financial principles and practices in the corporate world.
B.	To understand and analysis financial statement for corporate decision making using different tools for valuation of corporate bonds and stocks.
C.	To impart Knowledge for understanding of differentfinancial models and theorems.
D.	To explain investment proposal with different financing aspect
E.	To provide the conceptual background if Merger and Acquisition along with Economic Value Added (EVA).

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Explain concepts of corporate finance and its objectives to meet out the shareholders' expectations.
CO2.	Compute price and yield of Bonds and Shares by applying different models of valuations effectively as an Analyst.
CO3.	Evaluate strategic and investment capital decision by using different techniques and can use sensitivity analysis to assess potential effects of uncertainty.
CO4.	Critically evaluate corporate Merger and acquisition to ensure gains for business entity.
CO5.	Apply techniques of corporate valuation and measure firm performance to suggest strategy for enhancement.

Syllabus

Module 1 (6 Lectures)

Introduction Corporate Objectives, Wealth maximization—Profit maximization, Social welfare md corporate growth, Impediments to Wealth maximization, Financial Statement t Analysis: Common Size Statement and Comparative Statement, Ratio Analysis, Financial Forecasting.

Module 2 (6 Lectures)

Valuation of Corporate Bonds and Stocks Basics of Debt Instruments, Valuation of Bonds – Price, Coupon and Yield relationships, Yield to Maturity, Bond Pricing Theorems, Valuation of Stocks - Dividend Discount Model-Constant Growth Model and Two Stage Growth Model, P/E Valuation model.

Module 3 (8 Lectures)

Complex Investment Decision: Projects with different Lives, Investment timing and Duration, replacement of Existing asset, Investment Decision under Capital Rationing. Risk Analysis in Capital Budgeting: Statistical Techniques, Conventional Techniques; Risk Analysis in practice – Sensitivity Analysis, Scenario Analysis.

Module 4 (4 Lectures)

Mergers and Acquisitions Types of Mergers, Rationale for Mergers: Gains from Mergers Target Valuation, Valuation by Parts, Seller's Perspective, Critical Factors for Success of Merger.

Module 5 (6 Lectures)

Economic Value Added and Corporate Performance Concept, Competitors to EVA, Functional Departments of a co. as EVA Centers, EVA and MVA, EVA and NPV, EVA and TQM and Shareholders wealth, Improving EVA

Text books:

T1. Fundamental of Corporate Finance, Stephen A Ross, Westerfield& Jordan, Tata McGraw Hill Publication
T2. Financial Management &Policy, Vanhorne James C, TMH Publication
T3. Principal of Corporate Finance, Brealy, Myes, Allen & Mohanty, TMH Publication
T4. Corporate Finance -Theory and Practice, Vishwanath S.R., Response Books (A division of Sage Publications)
T5. Corporate Finance, Theory and Practice, Pierre Vernimmen, John Wiley & Sons
T6.Corporate Finance, Stephen A Ross, Tata McGraw Hill Corporate Finance, Ashwath Damodaran, John Wiley

Course Outcome (CO) Attainment Assessment tools & Evaluation Procedure Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	2	3	3	2	2	1	2
2	1	1	2	1	2	1	2	2
3	2	2	3	2	3	1	2	2
4	1	1	1	3	3	2	2	2
5	2	2	1	3	2	2	1	3

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD4
CD 2	Tutorials/Assignments		CO2	CD1CD2,CD4, CD5,CD6
CD 3	Seminars, Workshop		CO3,	CD1,CD3,CD7
CD 4	Mini projects/Projects		CO4	CD1CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1CD2
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training,			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT507 INTERNATIONAL FINANCE

COURSE INFORMATION SHEET

COURSE CODE : **MT 507**
Course Title : **International Finance**
Pre-requisite (s) : **MT 402, MT 415**
Co-requisite (s) : **NIL**
Credits :**2 L:2 T0: P:0**
Class schedule per week : **2**
Class : **MBA**
Semester/Level : **III/5**
Name of Teacher :

Course Objectives

This course enables the students:

A.	To introduce international finance theory (e.g., exchange rate determinants, Foreign exchange exposure, foreign exchange markets, interest rate parity).
B.	To understand the structure of the balance of payments and main relations between economic transaction in the balance of payment
C.	To familiarize the motivation of participants in foreign exchange markets (arbitrage, speculation, hedging)
D.	To understand the type of foreign exchange operations (spot, forward, FX swaps, currency swaps, futures and option)
E.	To develop sound knowledge in managing the nature of foreign exchange exposure and risk and its management

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Differentiate the scope of international finance from domestic finance and understand its components for international business environment.
CO2.	Comprehend the components of balance of payment and its adjustments.
CO3.	Compute exchange rates of currencies in spot and forward market as per the theories of exchange rate determination. .
CO4.	Distinguish the costs and benefits of FDI and suggest strategies for effective implementation of FDI.
CO5.	Understand the Role of Banks in financing of Export and Import Credit.

Syllabus

Module 1 (6 Lectures)
Introduction, Nature and Scope of International Financial Management, Functions IFM Vs Domestic Finance Components of International System - Finance Functions, International Business and its Modes.

Module 2 (6 Lectures)
Balance of Payments – Definition, Components of Balance of Payments, and Accounting of Balance of Payments - Equilibrium, Disequilibrium and its Causes, Adjustment in Balance of Payment, capital Account Convertibility.

Module 3 (6 Lectures)
Exchange Rate Mechanism - Exchange Rate Quotations, Nominal, Real and Effective Exchange Rates, Determination of Exchange Rate in the Spot Market, Factors Influencing Exchange Rate, Exchange Rate Determination in Forward Market, Purchasing Power Parity Theory and Interest Rate Parity Theory.

Module 4 (6 Lectures)
Theories of FDI, Costs and Benefits of FDI, Strategy for FDI Control of MNCs
Government Policy towards Investments in India, Risks in Foreign investments, Management of Economic and Political Risk.

Module 5 (6 Lectures)
Operations of Commercial and EXIM Bank Import Credits, Export Credits, Export Credit Refinance, FERA Rules, Nostro, Vostro and Loro Accounts, Rate of Interest - Buying and Selling Rates.

Text Book
T1. International Financial Management, Vuyptkesh Sharan, PHI
T2 International Finance, P.K Jain, Peyrard& Yadav, Macmillian
T2. International Financial Management, P G Apte , Tata Mcgraw Hill Publication

Reference Book
R1. International Financial management, Jeff Madura, Thomson Publication
R2. International Finance, Theory and Practice, V.A. Avadhani, Himalaya Publishing House
R3. International Finance: Theory into Practice, Piet Sercu, Princeton University Press
R4. International Finance, Maurice D. Levi, Taylor & Francis Group R5. International Financial Management, Beka ret & Robert, PHI

Gaps in the syllabus (to meet Industry/Profession requirements) POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

2. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1and CD8
CD 2	Tutorials/Assignments		CO2	CD1 and CD2
CD 3	Seminars		CO3	CD1 and CD2
CD 4	Mini projects/Projects		CO4	CD1 and CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT508 CORPORATE TAXATION

COURSE INFORMATION SHEET

Course code : **MT508**
Course title : **CORPORATE TAXATION**
Pre-requisite(s) : **MT402, MT415**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.
B.	To give an understanding of the relevant provisions of Direct Tax Code.
C.	To provide students with a working knowledge of the fundamental tax principles and rules that apply by companies and individuals.
D.	To able demonstrate knowledge of the concepts, principles, and rules of taxation of individuals and small businesses.
E.	To able recognize tax planning opportunities and recommend appropriate tax-saving strategies for decision making.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Exhibit sophisticated knowledge related to tax accounting rules and regulations and analyse and resolve tax problems
CO2	Identify, define, and resolve tax issues through their understanding, knowledge, and application of research methods and databases
CO3	Recognize and apply relevant ethical standards as required in tax practice
CO4	Explain different types of incomes and their taxability and expenses and their deductibility
CO5	Identify various opportunities available for tax planning and various strategies for tax saving.

Syllabus

Module 1
Income Tax Basic Rules of Income Tax, Rule of Corporate Tax, Residential Status of a Company. Computation of Income: Computation Under Different Heads of Income, Set off and Carry Forward of Losses. **[6]**

Module 2
Deductions & Exemptions Deduction and Exemption in Additional Tax on Undistributed Profit, Companies Profit, Computation of Tax Liability. **[6]**

Module 3
Tax Planning Meaning and Scope, Planning and Location of Undertaking, Type of Activities, OwnershipPattern, Tax Planning Regarding Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividend and Transfers, Tax Planning Relating to Amalgamation and Merger Foreign Collaboration and Joint Venture, Implication of Avoidance of Double Taxation Agreement **[6]**

Module 4
Decision Making For Tax Payment Tax Consideration - Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Market and Exports, Replacement and Capital Budgeting Decisions. **[6]**

Module 5
GOODS AND SERVICES TAX GST in India –concept, features advantages and Limitations, GST Model-CONCURENT DUAL GST (i) Dual GST Model (ii) Applicability of GST, Comprehensive structure of the GST model-Australian Model-Canadian Model **[6]**

Suggested Readings
T1. Taxman, Nabhi Publication
T2. Taxation, Ahuja, Malhotra Publication

Reference Book
R1. Corporate Taxation, Kaushal Kumare Agrawal, Atlantic Publishers & Distributors
R2. Corporate Taxation, Vinod Singhania, Taxman
R3. Corporate Taxation, Girish Ahuja, Mayur Paper back.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	3	1	2	3	1	3	2
2	3	1	1	1	1	2	2	2
3	2	2	3	1	2	1	3	3
4	1	1	2	2	3	3	1	1
5	3	1	2	1	3	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1and CD8
CD 2	Tutorials/Assignments		CO2	CD1 and CD2
CD 3	Seminars		CO3	CD1 and CD2
CD 4	Mini projects/Projects		CO4	CD1 and CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT509 MANAGEMENT OF FINANCIAL DERIVATIVES

COURSE INFORMATION SHEET

Course code : **MT509**

Course title : **Management of Financial Derivatives**

Pre-requisite(s) : **MT402, MT415**

Co- requisite(s) : **NIL**

Credit : **2 L :2 T:0 P:0**

Class schedule per week : **2**

Class : **MBA**

Semester/Level : **III/5**

Name of Teacher:

Course Objectives

This course enables the students:

A.	To impart comprehensive knowledge in field of Derivatives with understanding of the terminology and concepts in identifying Instrument and Role in Financial Risk
B.	To give knowledge of different type of Financial Instrument i.e. Forward, Future, Options and Swaps and their principle & Process and Strategies
C.	To develop sound knowledge of the Financial Swaps, types and structure and evaluation of market in Practical Environment
D.	To impart knowledge of foreign exchange exposure with understanding of different tools and Strategies
E.	To produce industry ready graduates having Sound knowledge of Financial market Regulators frame work and live trading in Derivative Market

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Describe various types of derivatives and their role and importance for hedging against risk.
CO2.	Comprehend the features of Forward contracts and evaluate its return for parties involved in the agreement and describe the pricing and its valuation.
CO3.	Differentiate between Forwards and Future Contract and compute the returns and risk of Future Contract.
CO4.	Evaluate and apply various option pricing models to enhance the returns of investors.
CO5.	Understand the features and risks involved in different types of financial Swaps.

Syllabus

Module 1 (6 Lectures)

Introduction Derivatives -Definition, Objectives, Types of Derivatives, Instruments, Roles in Financial Risk Regulatory Frame Work, Role of SEBI, SEBI Guide Line for Derivative Trading. Hedging of Foreign Exchange Exposure, Hedging with Currency Options, Currency Future, Internal Hedging Strategy,

Module 2 (6 Lectures)

Forward Contract Structure and Features, Forward Spread Agreement, Exchange Rate Agreement, Foreign Exchange Agreement, Forward Exchange Rates in India, Value of Forward contract, Forward Rates Computation, Forward Contract-

Delivery, Cancellation, Extension, Terms and Conditions.

Module 3 (6 Lectures)

Future Contract Structure and Features, Specification, Mechanism of trading, Type of trading, determining gains and losses and Daily Settlement, Stock exchange of Future contracts (CBOT and CME), Principle of Forward and Future contract, Options on Future, Hedging in Future, Regulations of future contract, Difference between Forward and Future contract.

Module 4 (6 Lectures)

Options Structure and Features, Option terminology, Market Margin requirement, Principle of Option Pricing, Option Pricing Model-Binomial Model, Black Schole Model, Stock Option, Determining Option Premium, Option Strategies.

Module 5 (6 Lectures)

Financial Swap– Features, Importance, Advantages, Major Types of Swap Structure, Evaluation of Swap Market, Interest Rate Swap, Currency Swap.

Suggested Readings

T1. Management Of Financial Derivatives – S. Kevin, PHI
International Financial Management-P G. Apte-Tata Mcgraw-Hill Publication T2.
International Financial Management-Eun/Resnick-Tata McGraw-
Hill Publication
T3. Financial Derivatives: Pricing and Risk Management, Robert W. Kolb, John Wiley & Sons
T4. Introduction to Derivatives and Risk Management, Dom M Chance, South Western Cengage Learning

Reference Books

R1. Derivatives Products and Pricing, Satyajit Das, John Wiley and Sons
R2. Risk Management and Financial derivative, Satyajit Das, McGraw Hill

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1and CD8
CD 2	Tutorials/Assignments		CO2	CD1 and CD2
CD 3	Seminars		CO3	CD1 and CD2
CD 4	Mini projects/Projects		CO4	CD1 and CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT510 CORPORATE ACCOUNTING

COURSE INFORMATION SHEET

Course code: MT510
Course title: Corporate Accounting
Pre-requisite(s): MT402, MT415
Co- requisite(s):NIL
Credi:2 L:2 T:0 P:0
Class schedule per week: 2
Class: MBA
Semester/Level: III/5
Name of Teacher:

Course Objectives

This course enables the students:

A.	To develop sound knowledge on formation of companies and its accounting procedures including equity share capital, preference share capital and debentures
B.	To develop capabilities in analyzing company's final accounts
C.	To impart knowledge on valuation of company's goodwill and shares
D.	To develop comprehensive knowledge on amalgamation, absorption, external reconstruction and liquidation of companies
E.	Todevelopsoundknowledgeonlegalprovisionsofholdingcompany'saccounts and its financial statements

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Interpret the Accounting regulations for formation and operation of companies inIndiaand the accounting procedures for issue of Equity Shares
CO2.	Prepare Accounting statement for issue/ redemption of preference shares and Debentures.
CO3.	Ascertain profit/loss pre and post incorporation of company and Prepare final Account.
CO4.	Assess the goodwill of the companies and account for valuation of goodwill and shares
CO5.	Assesstheaccountingrequirementsforamalgamation,absorption,external Reconstruction and Holding companies.

Module 1 (6 Lectures)

Formation of company Definition, Characteristics of Companies, Share Capital, Shares of Company, Issue of Shares- Treatment for Issue of Shares, Over Subscription, Under- Subscription, Calls-in-Arrears, Calls-in-Advance. Forfeiture of Shares, Issue of Bonus Shares, Right Issue. Underwriting- Definition, Manager to the Issue, Types of underwriting, Accounting Treatment. Liquidation of Companies Meaning and Salient Features, Order of Payments, Statement of Deficit and Surplus, Liquidator's Final Statement of Accounts.

Module 2 (6 Lectures)

Issue and Redemption of Preference Shares and Debenture Preference Shares- Issue and Redemption. Debenture- Definition, Types of Debenture, Coupon Rate, Accounting for Issue of Debenture, Discount or loss on Issue of Debenture, Redemption of Debentures.

Module 3 (6 Lectures)

Company's Final Accounts : Meaning and Preparation of Company Final Accounts. Profits Prior to Incorporation- Meaning, Methods of Ascertaining Profit or Loss Prior to Incorporation, Accounting Treatment in the Books of Companies.

Module 4 (6 Lectures)

Valuation of Goodwill and Shares, Need for Valuation of Goodwill, Factors Affecting the Value of Goodwill, Components of Goodwill, Methods of Valuation of Goodwill. Valuation of Shares- Methods of Valuation of Shares, Different Categories of Equity Shares.

Module 5 (6 Lectures)

Amalgamation, Absorption and External Reconstruction, Meaning and Types of Amalgamation, Accounting Treatment, Absorption, External Reconstruction. Holding Company Accounts, Holding Company- Definition and Features as per Co. Act. 1956, Subsidiary Company- Definition and Features as per Co.Act., 1956, Consolidated Financial Statements – Elimination or cancellation, Minority Interest, Cost of control or Goodwill, Pre-acquisition of profits or Losses

Syllabus

Suggested Readings:

T1. Advanced Accountancy, HrishikeshChakravarty, Academy Press
T2. Modern Accountancy, Amitabh Mukherjee &MdHanif, Tata Mcgraw Hill Publication

Reference Books:

R1. Corporate Accountancy, S.N. Maheshwari, S.K. Maheshwari, Vikas Publication
R2. Corporate Accounting, V. rajsekaran, R. Lalitha, Pearson Publication.
R3. Corporate Accounting, T Joseph, Tata Mcgraw Hill
R4. Corporate Accounting, Goyal and Goyal,PHI Learning
R5. Corporate Accounting, Dr.K.K.Verma, Excel Books.
R6. Advanced Accounting, T.S. Grewal & M.C. Shukla, S. Chand
R7. Corporate Accounting, Girish Ahuja &Monga, Mayur Paper Back

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	1	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)

POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1 and CD8
CD 2	Tutorials/Assignments		CO2	CD1 and CD2
CD 3	Seminars		CO3	CD1 and CD2
CD 4	Mini projects/Projects		CO4	CD1 and CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT511 STRATEGIC COST MANAGEMENT

COURSE INFORMATION SHEET

Course code : **MT511**
Course title : **Strategic Cost Management**
Pre-requisite(s) : **MT402, MT415**
Co- requisite (s) : **NIL**
Credits : **L:** **T:** **P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To impart knowledge about the interpretation cost accounting statements
B.	To develop knowledge how to analyse and evaluate information for cost ascertainment, planning, control and decision making,
C.	Establish systems to help streamline the transactions between corporate support departments and the operating units
D.	To develop sound knowledge in the area of an Activity based costing system and customer profitability analysis and to impart knowledge of uniform costing system.
E.	To develop sound knowledge of Cost Management Information System for reporting purpose along with cost financial and management audit.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Understand and analyse various cost accounting statements.
CO2	Apply appropriate cost allocation techniques to a variety of costing problems in context of standard costing.
CO3	Able to introduce costing system in an organisation for various departments and operating units
CO4	Implementation of an Activity based costing system along with customer profitability analysis with Uniform Costing and Inter firm Comparison
CO5	Evaluate and explain the Gained concept of Cost Management Information System of effective reporting for different level management along with cost audit.

Syllabus

Module 1

Cost Management Strategy, Fundamentals of Cost Management - Cost Accounting and Management Accounting, Cost Ascertainment, Cost Estimation, Concept of Cost Center and Cost Unit, Installation of Costing System, Strategic Focus of Cost Management, Cost Statement, Value Analysis – Procedure, Advantages. Budgetary Control Preliminaries for Adoption of Budgetary Control System, Organization of Budgetary Control, Budget Manual, Forecast and Budgets, Length of Budget Period, Master Budget, Functional Budgets - Cash Budget, Production Budget, Manufacturing Budget, Material Budget, Purchase Budget, Sales Budget, Selling and Distribution Cost Budget, Fixed and Flexible Budget, Zero Based Budgeting, Responsibility Accounting. **[6]**

Module 2

Standard Costing Standard Cost – Meaning & Concept, Setting of different types of Standard, Establishing Standard Costing System, Standard Cost Sheet, Standard Cost Period, Revision of Standards, Variance Analysis – Material Cost Variance, Labour Cost Variance and Overhead Variance -Two Variance, Three Variance and Four Variance Methods, Analysis of Overhead Variance, Reporting of Variance, Variance Ratios and Cost Ratios, Operating Statements in Standard Costing System. **[6]**

Module 3

Cost Estimation, Cost Reduction and Productivity Cost Estimation – Definition & Goal, Cost Estimation Methods - Account Analysis, Scatter Graphs, High-Low Method & Linear regression. Strategic Role of Cost Estimation. Cost Reduction and Cost Control – Concept, Cost Reduction Program, Cost Reduction Committee, Requisites of Satisfactory Cost Reduction Scheme, Cost Reduction Fields, Cost Reduction Tools and Techniques – Budgetary Control & Standard Costing, Inventory Control, Standardization & Simplification. Productivity – Determination of Factorial Productivity, Improving Productivity, Advantages of Higher Productivity. Inflation Accounting (Accounting for Price Level Changes). **[6]**

Module 4

Introduction, Limitations of Traditional Methods of Overhead Absorption, Definition and Concept, Characteristics, Prerequisites, Steps and Implementation - Planning, Organizing, Management Education, Designing the Process, Maintaining the System, Advantages and Usefulness, Limitations, Objective Based Costing (OBC),Uniform Costing and Inter firm Comparison Uniform Costing – Scope, Advantages and Limitations, Requisites for Installations, Fields to be Covered, Uniform Cost Manuals. Inter Firm Comparison – Comparability of Firms, Necessity, Requirement of Inter Firm Comparison Scheme, Scheme of Management Ratio for Inter Firm Comparison, Advantages and Critical Aspects. **[6]**

Module 5

Cost Management Information System Information for Various Level of Management, Objective of a System for Information, Communication, Requisite of an Effective Information System, Reporting, - Essentials of Effective Report, Reporting at different Levels of Management, Cost Audit – Objective, Important Aspects, Advantages, Features, Distinction between Cost and Financial Audit, Management Audit. **[6]**

Suggested Readings:
T1. Cost Accounting, Charles T Horngren, Pearson Education
T2. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage

Reference Books:
R1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.
R2. Cost Management – A Strategic Emphasis, Edward j. Blocher, David E. Stout, Gary Cokins, Kung H Chen, McGraw Hill Irwin.
R3. Cost Accounting, M N Arora, Vikas Publication
R4. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication
R5. Cost Accounting, Charles T Horngren, Pearson Education
R6. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1 and CD8
CD 2	Tutorials/Assignments/Workshop		CO2	CD1 and CD2
CD 3	Seminars		CO3	CD1 and CD2
CD 4	Mini projects/Projects		CO4	CD1 and CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD 6	Industrial/guest lectures		CO1	CD1 and CD8
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT512 BEHAVIORAL FINANCE

COURSE INFORMATION SHEET

Course code : MT512

Course title : Behavioral Finance

Pre-requisite(s) : MT402, MT415

Co-requisite(s) : NIL

Credits:2 L:2 T:0 P:0

Class schedule per week: 2

Class: MBA

Semester/Level: III/5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To impart knowledge about the differences between a behavioral finance Perspective and a traditional finance perspective.
B.	Todevelopknowledgeaboutthecognitivebiasesanderrorsofjudgmentthat affect financial decisions.
C.	To develop sound knowledge in behavioral investment decisions.
D.	To impart knowledge in behavioral influences involving corporate (executive) financial decisions.
E.	To develop sound knowledge in developments in this new area and the associated Practical insights they provide.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Critique the differences between a behavioral finance perspective and a traditional finance perspective.
CO2.	Comprehend the cognitive biases and errors of judgment that affect financial decisions of individuals.
CO3.	Appraise behavioral influences involving individual's investment decisions.
CO4.	Evaluate behavioral influences involving corporate (executive) financial decisions.
CO5.	Understand the important new developments in this domain and suggest measures to build a smart organization

Syllabus

Module 1 (6 Lectures)
Investment Decision Making Cycle: Traditional versus Behavioral Finance. Concept nature and importance of Behavioural Finance. Evolution of behavioral finance., Expected Utility Theory, Influence of Psychology.

Module 2 (6 Lectures)
Heuristics and Biases: How the human mind works, Familiarity and related heuristics, Representativeness and related biases, Irrationality and adaptation, Self-Deception, Forms and causes of Over-confidence

Module 3 (6 Lectures)
Prospect Theory and Mental Accounting, Reference and dependence, Changes in risk attitude, SP/A Theory, Mental Accounting, Sunk Cost effect, Emotional and social factors.

Module 4 (6 Lectures)
Behavioural aspects of Investing: Investor behaviour, Behavioural Portfolio Theory, Knowing yourself: Psychographic Models, Guidelines for overcoming psychological biases,

Module 5 (6 Lectures)
Behavioral Corporate Finance: Valuation, Capital Budgeting, Capital Structure, Dividend Policy, Mergers and Acquit ions,
Building a smart organization: Challenges, accounting, Financial Planning, Incentives, Information Sharing, Group Processes.

Suggested Readings:
T1. Behavioural Finance, Prasanna Chandra, McGraw Hill.
T2. Value Investing and Behavioural Finance, Parag Parikh, McGraw Hill.

Reference Books:
R1. Behavioural Finance: insights into irrational minds and market, James Montier, Wiley Finance
R2. Advances in Behavioural Finance, Richard H.Thaler, Russell Sage Foundation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –
1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	M	H	L	M	H	L	H	M
2	H	L	L	L	L	M	M	M
3	M	M	H	L	M	L	H	H
4	L	L	M	M	H	H	L	L
5	H	L	M	L	H	M	L	M

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1 and CD8
CD 2	Tutorials/Assignments		CO2	CD1 and CD2
CD 3	Seminars		CO3	CD1 and CD2
CD 4	Mini projects/Projects		CO4	CD1 and CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 561 FINANCIAL PLANNING AND CONTROL

COURSE INFORMATION SHEET

Course code : **MT 561**
Course title : **FINANCIAL PLANNING AND CONTROL**
Pre-requisite(s) : **MT402, MT415**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester / Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students will be able to:

A	Develop a foundation for better understanding of financial planning and control systems
B	Gain understanding of different aspects of budgetary control.
C	Develop sound knowledge about the different techniques of managing current assets efficiently.
D	Get oriented on the various management decision problems.
E	Learn about methods of performance evaluation of the firms.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Comprehend the nature and importance of financial planning and control systems
CO2	Identify and illustrate different strategies employed in manufacturing and service industries
CO3	Apply principles and techniques in the design planning and control of these systems to optimize use of these resources in achieving their objective.
CO4	Apply selected techniques for inventory control and management under dependent and independent demand circumstances.
CO5	Apply Financial and non-financial measures of Performance measurement and evaluation .

Syllabus

Module 1
Introduction - Concept & Need for Financial Planning and Requisites for Effective Planning. Concept and need for control, Designing financial control systems, Lean Accounting, Responsibility Accounting **[6]**

Module 2
Budgetary Control -Concepts and Objectives Budgeting Process, Types of Budgets, Formulation of Budgets, Functions of Budget Committee. Fixed and Flexible Budget, Cash Budget Functional budgets and Master Budget, Zero based Budgeting. Budgetary control – Significance and limitations. **[6]**

Module 3
Current assets management -Working Capital Estimation, Cash Management Techniques, Techniques for Management of Receivables, Strategies for planning Management and control of current assets. **[6]**

Module 4
Management Decision Making- Special costs for Management Decision making, Selling Price
Decision Making, make or Buy Decisions, Sales Mix decisions and Pricing, Plant shut down decisions. **[6]**

Module 5
Performance measurement and evaluation - Financial and non-financial measures. Dividend policy of the firm and its impact on Valuation. **[6]**

Text Books and Ref Books:
T1: Horngren et al- Introduction to Management Accounting,., Pearson Prentice Hall, 15th Edition. ISBN13: 978-0-13-800092-9
T2: Planning and Control: A Frame Work for Analysis, Robert N. Anthony
T3: Decision Phenomena & the Management Account, Chattopadhyay
T4: Performance Budgeting, Premchand
T5: Budgetary Planning and Budgetary Control, Welch
T6: Management Control System Cases and Readings, Antony Dearden & Vancil
T7: Financial Policies of Corporation Vol.I& Vol.II, Dewbg
T8: Financial Planning & Analysis and Performance Management, Jack Alexander

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment
1. Student Feedback on Programme Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	1	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design
Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1
CD3	Seminars		CO3,	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids			CD1, CD8
CD6	Industrial/guest lectures		CO5	CD1
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 523 HUMAN RESOURCE PLANNING

COURSE INFORMATION SHEET

Course code : **MT 523**
Course title : **Human Resource Planning**
Pre-requisite(s) : **MT403, MT410**
Co- requisite(s) : **NIL**
Credits :**2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/ 5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To understand the basics of human resource planning, nature of human resource planning and models related with manpower planning/audit concepts.
B.	To analyze different types of environmental impacts on human resource planning
C.	To understand the concepts of Work Load Analysis in Human Resource Planning.
D.	To familiarize some of the basic concepts used for analysis of Human resource Supply and determination of manpower needs at both macro and micro levels .
E.	To understand the basic concepts of Human Resource Information System.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Analyze the strategic requirements, the system of strategic planning and correlate business plans with strategic plans .
CO2.	Evaluate corporate level strategies as to optimize business plans in the shorter as well as longer run
CO3.	Recognize the different strategic alternatives and be able to take appropriate decisions.
CO4.	Analyze strategic implementation alternatives for effective decision making.
CO5.	Evaluate the new business models and make appropriate plan for further action.

Syllabus

Module 1
Introduction of Human Resource Planning and its impact on the Environment: Concept and Significance, Evolution, Objectives and Steps, Influencing Factors of Human Resource

Planning. Influence of Technological, Social, Economic and Political Environment on Human Resource Planning. **[6]**

Module 2

Determination of Human Resource Needs: Time scale of Human Resource Forecasts. Workload Analysis - Time Series Analysis, Moving 90Averages Method, Exponential Smoothing Method, Managerial Judgment Method, Delphi Technique, Nominal Group Method. **[6]**

Module 3

Analysis of Human Resource Supply: Wastage Analysis- Labour Turnover Index, Stability Index, Cohort Analysis, Census Analysis, Manpower Models- Markov Models, Renewal Models, Cambridge Model, Simulation, Monte Carlo Simulation, Replacement Theory. **[6]**

Module 4

Productivity and Human Resource Planning: Concept, Defining and Improving Productivity, Total Factor Productivity, Corporate Sickness and its impact upon productivity. **[6]**

Module 5

Human Resource Planning Tools/Techniques and Information Systems: Concept & Techniques of Job Analysis & Job Evaluation, Human Resource Audit and its Implications. Concept and Stages, Models, Contents , Features, Current Trends. **[6]**

Suggested Readings

T1. Human Resource Planning, Dipak Kumar Bhattacharya, Excel Books.
T2. Manpower Management, R. S. Dwivedi, McGrawHill.

Refrence Books

R1. Manpower Planning and Control, Gorden and Mcbeath, McGrawHill.
R2. Manpower Planning Strategy and Techniques, Edward Leek, Love ridge Luembey and Morgan Silver, Prentice Hall India.
R3. Belcourt Monica & Kenneth J, Strategic Human Resource Planning, Cengage Learning.
R4. Sekhri Arun, Human Resource Planning & Audit, Himalaya Publishing House

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1and CD8
CD2	Tutorials/Assignments		CO2	CD1 and CD2
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 524 INDUSTRIAL RELATIONS AND LABOUR LAWS

COURSE INFORMATION SHEET

Course code : **MT524**
Course title : **Industrial relations and Labour Laws**
Pre-requisite(s) : **MT403, MT410**
Co- requisite(s) : **NIL**
Credits :**2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/ Level : **3/5**
Name of Teacher :

Course Objectives
This course enables the students to:

A.	Explain the concept, significance and importance of industrial relations and describe its application in managerial decision.
B.	Explain and analyse trade union and collective bargaining and demonstrate its effect on industrial peace and harmony leading to attainment of organisational objectives.
C.	Analyse different industrial dispute preventive and settlement machineries and promote industrial democracy.
D.	Familiarise some of the labour rules to regulate the functioning of workers and the management.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Analyse and anticipate areas of labour-management problems, realise the need for cooperative attitude at the place of work.
CO2	Evaluate the scope of bargaining and identify industrial problems.
CO3	Recognise legal and illegal actions and can take appropriate measures.
CO4	Design suitable plan for industrial democracy.
CO5	Integrate legislative framework and business actions.

Syllabus

Module 1 - Introduction

Concept, objective and significance, Parties to Industrial Relations and their role, Aspects of Industrial Relation, **Factor determining Industrial Relations.** [6]

Module 2 - Trade Union and Unionism

Concept, Objectives and Functions of Trade Union, Methods, **Types of Trade Union**, Trade Union Movement in India, Measures for Strengthening of Trade Unions. [6]

Module 3 - Collective Bargaining and Industrial Democracy

Concept, Objective and Significance of Collective Bargaining, Procedure of Negotiation and Collective Bargaining, Essentials of Successful Collective Bargaining, Meaning and Significance of Industrial Democracy, Worker's Participation in Management in India, **Forms and Institution of participation.**

[6]

Module 4 - Regulative & Protective Legislations

Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Lay-off, strike & Lock out, Retrenchment & closures, Settlement of Disputes. Trade Union Act, 1926- Objective & Scope, Definitions & Registration of Trade Unions, Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker & Manufacturing Process, Provisions related to Health, Welfare & Safety [6]

Module 5 – Social Security Legislations

Employees' Provident Fund Act 1952 - Objectives and Scope, Schemes under Act, Contribution and Benefits ; Payment of Gratuity Act, 1972 - Objectives and Scope, Payment of Gratuity, Determination of the amount of Gratuity ; Employees Compensation Act, 1923 - Objectives and Scope, Disablement, Employer's Liability for compensation, Doctrine of Notional Extension. [6]

Suggested Readings:

1. Industrial relations, Trade Unions and labor legislations, P.R.N. Sinha, InduBala Sinha, Seema Priyadarshani Shekhar, Pearson Publications
2. Industrial relations and Labour law, S C Srivastava, Vikash Publications

Reference Books

1. Labour Laws one should know, Garg, Ajay, Navi Publication
2. Industrial Relations, C.S.Venkata Ratnam, Oxford Higher Education
3. Sivarethinamohan R.(2010), Industrial Relations and Labour Welfare, PHI Learning(P) Ltd.
4. Bare Act for each prescribed Acts, Universal Law Publishing & Commercial Law Publishers.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1and CD8
CD2	Tutorials/Assignments		CO2	CD1 and CD2
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT525 RECRUITMENT, SELECTION AND TRAINING

COURSE INFORMATION SHEET

Course code : **MT525**
Course title : **Recruitment, Selection and Training**
Pre-requisite(s) : **MT403, MT410**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester / Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To explain the concept, significance and importance of recruitment and selection and describe its application in organizational effectiveness.
B.	To explain and analyze the concept of training and identify the major steps involved in training programs.
C.	To interpret career & career planning and describe various actions taken for a career development program.
D.	To familiarize succession planning and demonstrate its importance in an organization. Also describe the concept of employee competency for organizational effectiveness.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Analyze recruitment process and construct selection plan.
CO2.	Evaluate job rotation program and evaluate problem areas of it.
CO3.	Recognize the organizational training needs and suitably apply it.
CO4.	Demonstrate ability in judging in succession plan of an organization.
CO5.	Identify critical issues in developing competency and identify the skill gap.

Syllabus

Module 1
Recruitment: Meaning and Definition, Importance, Factors Affecting Recruitment, Sources and Process of Recruitment, Recruitment practices in India, Methods of Recruitment, and Effectiveness of Recruitment Program. **[6]**

Module 2
Selection and Post Selection Activities Meaning and Definition, Need for Scientific Selection, Selection Method &Processes, Induction, Placement, Promotion, Transfer – Policies & Types **[6]**

Module 3
Training Concept, Need and Importance of Training, Steps in Training Program, Identification of Training Needs, Training Methods, Training Procedure, Advantages of Training, Evaluation of Training Program, Recent Developments in Training **[6]**

Module 4
Career Planning &Development Concept of Career, Career Planning-Meaning, Need and Process and Succession Planning-Features, Advantages & Limitations, Career Stages, Career Planning Process, Career Development, Career Management **[6]**

Module 5
Executive Development Concepts and Objectives, Importance& Factors of Executive Development, Process-Methods and Evaluation of Executive Development, Concept of Competency Mapping. **[6]**

Suggested Readings:

T1. Human Resource Management, Gary Desseler, B. Varkkey, Pearson Education
T2.Employee Training and Development, Raymond A, NOE, Pearson Education

Reference Books

R1. Human Resource Management, Seema Sanghi, MacMillan
R2. Human Resource Management, John m Ivancevich, McGraw Hill
R3.Human Resource Management, C.B. Mamoria, Himalaya Publishing House

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD3
CD2	Tutorials/Assignments		CO2	CD1,CD2,CD3
CD3	Seminars		CO3,	CD1,CD2,CD3
CD4	Mini projects/Projects		CO4	CD1,CD2,CD3, CO4
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures		CO5	CD1,CD2, CD3,CO4,CO5
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT526 ORGANIZATIONAL CHANGE AND DEVELOPMENT

COURSE INFORMATION SHEET

Course code: MT526

Course title: Organizational change and development

Pre-requisite(s): MT403, MT410

Co- requisite(s): NIL

Credits: 2 L: T: P: 2 0 0

Class schedule per week: 2

Class: MBA

Semester/Level: 3/5
Name of Teacher:

Course Objectives
This course enables the students to:

A	Describe the process of managing change of what patterns of change can be expected
B	Describe and discuss general framework of OD diagnostic tools from a systematic perspective
C	Analyze the values, beliefs and assumptions of typical OD approach
D	Analyze teams and work groups for team effectiveness
E	Familiarize the concept of power, politics and culture in the context of Organisation Development initiatives

Course Outcomes
After the completion of this course, students will be able to:

CO1	Demonstrate the knowledge of change management to implement change with limited resources
CO2	Given a problem draw the stakeholders attention to overcome and improve organisational effectiveness
CO3	Given a management problem determine critical areas where things must go right for a successful organisation
CO4	Analyze the problems by using the techniques and exercises for team effectiveness in multidisciplinary settings
CO5	Outline the bases and role of power, power tactics, politics and culture and its impact on Organisation Development

Syllabus

Module 1 Basics of Change Management
Introduction to Change Management, Forces for Change, Organisational Change, Planned and Unplanned Change, Resistance to Change, Overcoming Resistance to Change, Four Basic Strategies to Change Management, Lewin's Models of Change, Kotter's Eight Stage model. **[6]**

Module 2 Diagnosing Organisations, Groups and Jobs
Possible Symptoms of Organisational Problem, Diagnostic Process, Diagnosing Organisations, Need for Diagnostic model, Organisation-Level Diagnostic Model, Group-Level Diagnostic model, Individual-Level Diagnostic model **[6]**

Module 3 Organisation Development Techniques
Introduction to Organizational Development Concept, Values, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Weisbord's Six-Box Model, McKinsey 7-S Framework **[6]**

Module 4 Team Interventions
Teams and Work Groups: Organisation Strategic units, Importance of Teams as building blocks, Five Stages model of Group Development, Factors contributing towards Effective Team, Belbin Team Role Model, Common Team Problems/Interventions.
Techniques and Exercises: Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations Intervention **[6]**

Module 5 Power, Politics and Culture and Impact on OD
OD Consultants and their skills, Skills of OD Agents and Role of Organisational Leadership. Concept and Role of Power, Politics and Culture. Power and Influence Tactics, Key Capabilities of Constructive Politics, Impact and Functions of Culture and Manifestations of Organizational Culture. **[6]**

Suggested Readings:
T1. Organizational Change and Development, Kavita Singh, Excel Books.
T2. Organizational Change-Themes & Issues, Jim Grieves, Oxford.

Reference Books:
R1. Essentials of Organizational Development, Dr. Mrs. Anjali Ghanekar, Everest Publishing House.
R2. Organizational Development, Joan V. Gallos, Jossey Bass, Wiley

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
1	2	3	4	5	6		7	8
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	2	1	1	1
5	1	2	3	2	1	2	1	2

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure Direct Assessment

Indirect Assessment –

1. Student Feedback on Course Outcome

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods			
CD	**Course Delivery methods**	**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6		Industrial/guest lectures	
CD7		Industrial visits/in-plant training	
CD8		Self- learning such as use of NPTEL materials and internets	
CD9		Simulation	

MT527 ORGANIZATIONAL THEORY AND DESIGN

COURSE INFORMATION SHEET

Course code : **MT527**
Course title : **Organizational Theory and Design**
Pre-requisite(s) : **MT403, MT410**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/ Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To understand the basics of Organizational Theory and Design, nature of organizational design and it's objective
B.	To explain the impact of different environments on organizational design
C.	To analyze different types of design principles and integration of strategic Human Resource plans with business plans.
D.	To familiarize the design Analysis and Implementation Concepts.
E.	To familiarize design evaluation concept for strategic planning and for decision making.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	1.	Identify the key Design functions and operations
CO2.	2.	Define, explain, illustrate and reason with the key human resource management concepts.
CO3.	3.	Identify the linkages between HRM functions, organizational design strategies, structures and culture.
CO4.	4.	Reflect and comment in a way that demonstrates awareness of the different design process that impact on the operation of HRM
CO5.	5.	Exhibit behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work. In organizational design strategies

Syllabus

Module 1

Introduction to Organizational Structure and Theory Meaning and Nature – Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization & Decentralization and Formalization. Theories of Organizational Design **[6]**

Module 2 (6 Lectures)

Organizational Design Types – Simple, Bureaucracy, Matrix, Virtual, Boundary less& Leaner. Attributes – Differentiation & Integration. **[6]**

Module 3 (6 Lectures)

Organizational Design & Employee Behavior Structural Difference – Strategy, Size, Technology & Environment. Behavioral Implications of different Organizational Designs **[6]**

Module 4 (6 Lectures)

Design Principles Requisite Complexity, Complementary sets of Choices, Coherence, Active Leadership and Re-configurability Concept, Elements – External Environment, Inter organizational Relationships. **[6]**

Module 5 (6 Lectures)

Managing Design Process Organizational Culture & Ethical Values, Innovation & Change and Decision Making Process - STAR Model. Corporate Restructuring – Mergers and Acquisitions, Process and Behavioural implications of Mergers and Acquisitions **[6]**

Suggested Readings

1. Organizational Theory & Design, Richard L. Daft, South-Western, Cengage – Learning.
2. Organizational Theory & Design: Global Implication, Gareth R. Jones, Pearson Education.

Reference Books:

1. Organizational, Change & Development, Kavita Singh, Excel Book.
2. Understanding Organizational Behavior, Sushama Khanna, Oxford.
3. Strategic Human Resource Management, Rajib Lochan Dhar, Excel Book.
4. Organizational Behavior, Robbins, Judge & Behaviour, Pearson Education.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	1	1	1	3	2	2
2	1	1	1	1	2	2	2	3
3	1	1	1	1	1	2	2	2
4	1	1	1	2	2	1	1	1
5	1	2	3	2	1	2	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1 and CD8
CD2	Tutorials/Assignments		CO2	CD1 and CD2
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT528 COMPENSATION AND REWARDS

COURSE INFORMATION SHEET

Course code : **MT528**
Course title : **Compensation and Rewards**
Pre-requisite(s) : **MT403, MT410**
Co- requisite(s) : **NIL**
Credits :**2L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/ 5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To understand the basics of wage and salary administration, nature of wage and salary administration.
B.	To explain the foundation of compensation strategies and the wage concepts and also to make relation between wages and skill levels
C.	To analyse the changing trends in the determination of pay, the different payment methods
D.	To familiarize with some changing trends in the determination of pay.
E	To apply critical thinking and problem-solving skills to the analysis and resolution of human resource problems.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Analyse the basics of wage and salary administration and its nature.
CO2.	Evaluate the foundations of compensation strategies and wage concepts.
CO3.	Recognize the changing trends in the determination of pay and payment methods.
CO4.	Analyse different wage strategies used indifferent sectors.
CO5.	Evaluate the changing trends in the determination of pay.

Module 1 - Introduction
Introduction to Compensation &; Reward – Object, Significance and Types, Base & Supplementary compensation, Introduction to labor market, **Executive Compensation, International** Compensation. [6]

Module 2 - Wage Determination
Factors Influencing Wage, Introduction to Minimum, Fair and Living Wage; Wage Policy, Legal Framework for compensation, Theories of wages, Wage Determination, **Compensation management Process** [6]

Module 3 - Job Analysis & Job Evaluation
Job Design - Introduction, Objectives and Techniques of Job Design, Job Analysis & Job Evaluation - Concept, Objectives and methods, Work Measurement. [6]

Module 4 – Grade Structure & Pay Structure
Concept of Grade Structure, Pay Structure, Pay Range & Wage Curve, Internal and External Equity, Wage Survey, Types of Grade structure, Developing Pay Grades and Pay Ranges, **Need for more than one pay structure.** [6]

Module 5 - Performance Based Compensation
Pay and performance, Pay for Performance, Designing Pay For Performance Plans, Need for Incentive Plans, Types of Incentives & Rewards**, Incentive plans for individuals and group, Incentive plans for Executives and workers,** Organization-wide Incentive Plan.**[6]**

Text Books

1. Compensation Management – Text and Cases, Tapomoy Deb, Excel Books.
2. Salary Administration, Mc Beath and Rands, London Business Books

Reference Books:

1. Personnel Management & Industrial Relations, Bhagoliwal, Sahitya Bhawan Publication
2. Personnel Management, C.B. Mamoria, Himalay Publishing House
3. Compensation and Reward Management, B.D.Singh, Excel Books
4. Understanding Wage System, A.M. Sharma, Himalaya Publishing House.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2,CD3
CD2	Tutorials/Assignments		CO2	CD1,CD2,CD3
CD3	Seminars		CO3,	CD1,CD2,CD3
CD4	Mini projects/Projects		CO4	CD1,CD2,CD3,CO 4
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures		CO5	CD1,CD2,CD3, CO4,CO5
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT529 PERFORMANCE MANAGEMENT SYSTEMS

COURSE INFORMATION SHEET

.

Course code : **MT529**
Course title : **Performance Management Systems**
Pre-requisite(s) : **MT403, MT410**
Co-requisite(s) : **NIL**
Credits : **2L: T: P:**
2 0 0
Class schedule per week **2**
Class :**MBA**
Semester/Level :**3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To understand the basics of management, nature of performance management, and it's objective
B.	To understand the process, approaches and techniques of performance Appraisal
C.	To develop an understanding of the concept of monitoring , mentoring and periodic review
D.	To understand the concept of performance measurement and strategies towards improving workplace productivity and performance
E.	To gain insight into the concept of counseling and pay for performance

Course Outcomes

After the completion of this course, students will be able to:

CO1.	To explain the key functions of performance management system.
CO2.	Identify the approach , techniques and the process of Performance Appraisal
CO3.	Develops own perspective/understanding towards the concept of monitoring, mentoring and periodic reviews
CO4.	Clearly identifies strategies towards improving workplace productivity and performance
CO5.	Design plans for counseling and pay for performance

Syllabus

Module 1
Introduction to Performance Management Concept - performance, performance appraisal & performance management. Scope, Significance& Difference between Performance Appraisal and Performance Management. Armstrong's concept of Performance Management. **[6]**

Module 2
Performance appraisal process, Approaches Issues & Techniques of performance appraisal. Appraisal interview. **[6]**

Module 3
Monitoring and mentoring Introduction, objectives and principles of Monitoring Process. Periodic reviews, problem solving androleefficacy **[6]**

Module 4
System Implementation Performance Measurement Approach Building and leading high performing Teams – Team oriented organizations. Strategies for improving workplace productivity and performance. Relationship between job satisfaction, organizational culture. Workplace variables, legal & ethical issues, Measuring Result &Behaviour, Gathering Performance Information, Training Programme. **[6]**

Module 5
Improving the Performance Appraisal system Counseling**,** Appraisal Forms and Process, Accurate Behavioral Consistent, Documentation of Performance Appraisal. Significance of pay for performance, Types of pay for performance, Failure of pay for performance. **[6]**

Minimum 5 cases to be discussed.

Suggested Readings

1. Armstrong HandBook of Performance Management-Michael Armstrong, Kogan Page India PvtLtd.
2. Performance Management, Michael Armstrong & Angela Baron, JaicoPublishing House

Reference Books:

1. Essentials to Performance Management System-Dr. Mrs. AnjaliGhanekar, Everest
2. PublishingHouse.
3. Performance Management System, a holistic approach, B.D.Singh, Excelbooks.
4. Performance Management, Prem Chadha, Macmillan India Ltd.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on CourseOutcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1and CD8
CD2	Tutorials/Assignments		CO2	CD1 and CD2
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 530 INDIVIDUAL AND GROUP BEHAVIOUR

COURSE INFORMATION SHEET

Course code : **MT 530**
Course title : **Individual and Group Behaviour**
Pre-requisite(s) : **MT403, MT410**
Co- requisite(s) : **NIL**
Credits : **L:** **T:** **P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To understand the basics of individual and group behaviour, nature and it's objectives
B.	To explain the impact of mental appraisal and personality and personality effectiveness
C.	To analyze different types of strategies and integration of group processed with business plans
D.	To familiarize with the learning and motivational process Concepts.
E.	To familiarize strategy evaluation concept for strategic planning and for decision making.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Identify the key HRM functions and operations
CO2.	Define, explain, illustrate and reason with the key human resource management concepts.
CO3.	Identify the linkages between HRM functions and operations and organizational strategies, structures and culture.
CO4.	Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.
CO5.	Exhibit behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

Syllabus

Module 1
Foundation of Individual behavior Personal, psychological, organizational and environmental factors. **[6]**

Module 2
Personality & Personal Effectiveness Introduction and theories of personality, personality-job fit theory. **[6]**

Module 3
Learning & Motivational Process Concept & theories of learning- Classical, conditioning & social. Concepts & theories of motivation-Maslow, Herzberg, Vrooms & Adams. **[6]**

Module 4
Team Building Process and Communication Introduction, formation, effective leadership and its role in team building, Process, effectiveness, feedback & fostering team culture **[6]**

Module 5
Organisational culture, climate and change Introduction, Strength & Weakness of culture, Power model of Organizational culture, Introduction to Organisational Change, sequential process and its effective implementation **[6]**

Suggested Readings

1. Robbins, S. P. (2004). Organizational Behavior, Pearson Education.
2. Luthans, F. (2002). Organizational Behavior .McGraw-Hill International Edition.

Reference Books:

1. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
2. Naper, Rodhey, W &Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1 and CD8
CD2	Tutorials/Assignments		CO2	CD1 and CD2
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 531 STRATEGIC HUMAN RESOURCE MANAGEMENT

COURSE INFORMATION SHEET

Course code : **MT 531**
Course title : **Strategic Human Resource Management (SHRM)**
Pre-requisite(s) : **MT403, MT410**
Co- requisite(s) : **NIL**
Credits (2) : **L: 2 T:0 P:0**

Class schedule per week : **Lectures -2**
Class : **MBA**
Semester / Level : **III/5**
Branch : **MBA**
Name of Teacher :

Course Objectives

This course enables the students:

A.	To understand the basics of SHRM and acquire an overview of conceptual framework of SHRM
B.	To explain the linkage between HR strategy and business strategy and also to explain the impact of human resource environments on SHRM
C.	To analyse the different types of strategies and integration of SHRM plans with business plans
D.	To familiarize the Strategic analysis and Implementation concepts
E.	To outline strategy evaluation concept for strategic planning and decision making

Course Outcomes

After the completion of this course, students will be:

CO1.	Relate with HRM and analyse the need for Strategic HR that play the diverse role in multidisciplinary settings
CO2.	Analyse Goal Setting Approach to make judicious managerial decisions
CO3.	Identify business opportunities, design and implement contemporary approaches to HR evaluation
CO4.	Demonstrates linkages between strategic aspects and relate with different practices of human resource management
CO5.	Solve the complex corporate problems through the aspects of managing careers, mentoring relationship, and work-life integration

Syllabus

Module 1 Strategic HRM: Theoretical Foundations
Introduction to Strategic Human Resource Management: Definition, Need and Importance of SHRM, Evolution of SHRM, Strategic Fit: A Conceptual Framework, Distinctive Human Resource Practices, Theoretical Perspective on SHRM (6)

Module 2 Strategic HRM: Goal Setting Approach
Goal Setting: A Strategic Path to Success- Relationship between Vision, Mission and Goal Setting, Approaches to Goal Setting, Process of Goal Setting, Characteristic of Goal Setting (SMART) (6)

Module 3 Strategic HRM: Contemporary Approaches
Human Resource Evaluation: Definition and Overview, HRM and Firm Performance, Rationale for HR Evaluation, Contemporary Approaches to HR Evaluation: Balanced Scorecard, HR Scorecard, Benchmarking and Business Excellence Model (BEM) (6)

Module 4 Manifestations of HR Strategies
Acquiring Human Resources: Internal and External Influences on Staffing, Methods and New approaches to Recruitment, Selection Outcomes, Strategic Recruitment and Selection.
Training and Development: Need and Purposes of Training and Development, Linkage between Business Strategy and Training.
Performance Management: Objectives of and developing Performance Management Systems, Strategic Linkage of Performance Management.
Compensation and Reward: Determinants, Approaches, Trends in Top-Level Executive Compensation, Business Strategy and Compensation (8)

Module 5 Developing HR as a Value Addition Function
Managing Careers: Career Management- An SHRM Approach.
Mentoring Relationship: A strategic HRM approach.
Work-Life Integration: A Strategic Approach to Work-Life Integration (4)

Minimum 5 cases to be discussed

Suggested Readings

T1: Tanuja Agarwala: Strategic Human Resource Management, Oxford University Press.
T2: Rajiv Lochan Dhar: Strategic Human Resource Management, Excel Book.
T3: Anjali Ghanekar: Essentials of Strategic Human Resource Management, Everest Publishing House.
T4: Charles R. Greer: Strategic Human Resource management: A General Managerial Approach, Pearson Education.

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during PO Assessment
End Sem Examination Marks	50
Quiz I, II & III	30
Assignment	10
Seminar	10

Indirect Assessment

1. Student Feedback on Faculty
2. Student Feedback on Programme Outcome

Mapping of Course Outcomes onto Programme Outcomes

Course Outcome #	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	M	H	L	M	H	L	H	M
2	H	L	L	L	L	M	M	M
3	M	M	H	L	M	L	H	H
4	L	L	M	M	H	H	L	L
5	H	L	M	L	H	M	L	M

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1and CD8
CD2	Tutorials/Assignments		CO2	CD1 and CD2
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

IT & OPERATIONS

MT 532 Decision Science for Business Modelling

COURSE INFORMATION SHEET

Coursecode : **MT532**
Coursetitle : **Decision Science for BusinessModelling**
Pre-requisite(s) : **MT406, MT413**
Co-requisite(s) : **NIL**
Credits : **2L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Level : **3/5**
Name of Teacher :

Course Objective

This course enables the students to:

A.	Problem identification and formulation
B.	Model selection and use
C.	Interpretation of the results of a statistical analysis
D.	The final and most important part is the interpretation of the results of the analysis
E.	communicate the results of a statistical analysis to a business audience

Course Outcomes

After the completion of this course, students will be able to:

CO2.	Evaluate and analyse problem identification and formulation
CO3.	Interpret the results of a statistical analysis
CO4.	Draw conclusions from the analysis of the results.
CO5.	Apply the results of a statistical analysis to a business audience

Syllabus

Module 1
Introduction to decision making, Data collection, Primary and secondary, measures of central tendency, measures of Dispersion. **[8]**

Module2
Correlation Analysis - Simple and Partial, techniques, problems. Regression Analysis - Simple and Multiple, Multivariate Regression Analysis, techniques and problems, Business forecasting, Time series Analysis, real lifebusinessApplication **[6]**

Module 3

Distribution Theory- discrete and continuous, Sampling distribution, Estimation Theory, TestingofHypothesis. **[4]**

Module 4
Multivariate Analysis, Multiple regression analysis Factor Analysis and Principal Component Analysis, techniquesand cases. **[6]**

Module 5
Structured Equation Modelling- Basic concepts, MRA vs. SEM, Application of SEM to decisionmakingproblems. **[6]**

Suggested Readings:

Textbooks:

1. Moore, Duckworth, Alwan - The Practice of Business Statistics using Data for Decisions, W. H. Freeman
2. Clare Morris – Quantitative Approaches in Business Studies, 7th Ed.,Pearson

Reference books:

1. Quantitative Methods for Decision makers with Math XL, 5/e byWisniewski
2. Statistics for Management by Levin and Rubin, 7th Edition
3. Maruyama, G. M. (1998). *Basics of structural equation modeling.* Thousand Oaks, CA: SagePublication.

Course Delivery Methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	**% Contribution during CO Assessment**
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on CourseOutcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	**Program Outcomes**							
	1	2	3	4	5	6	7	8

1	1	1	1	1	2	2	2	2
2	2	2	2	1	2	1	2	2
3	3	3	3	2	3	2	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements) POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1,CO2,CO3, CO4,CO5	CD1
CD2	Tutorials/Assignments		CO1,CO2,CO3, CO4,CO5	CD1
CD3	Seminars		CO1,CO2,CO3, CO4,CO5	CD1 and CD2
CD4	Mini projects/Projects			
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 533 Operations Strategy and Supply Chain Management

COURSE INFORMATION SHEET

Course code : **MT 533**
course title : **Operations Strategy and Supply Chain Management**
Pre-requisite(s) :**MT406, MT413**
Co-requisite(s) : **NIL**
Credits : **2L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Level **5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To develop an understanding of the following tangible and practical skills that are valued by employers
B.	To structure of operations planning and control systems in a wide variety of applications
C.	To understand the conceptual basis for operations planning and control systems
D.	To experience in making operations planning and control decisions
E.	To develop sound knowledge in new vendor model and various supply chain collaboration.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Apply the following tangible and practical skills that are valued by employers
CO2.	Explain the structure of operations planning and control systems in a wide variety of applications
CO3.	Analyse and interpret the conceptual basis for operations planning and control systems
CO4.	Analyse experience in making operations planning and control decisions
CO5.	Apply new vendor models and various supply chain collaborations.

Syllabus

Module 1
Introduction, Operations Strategy – Managing Operation in Emerging Markets, concept, techniques **[6]**

Module 2
Process Selection, Quality Management / Six Sigma, techniques and implementation **[6]**

Module 3
Quality Control / SPC, Service Strategy – Global service operations, Essential elements of Supply Chain Management, concept, techniques, implementation,relevant cases. **[8]**

Module 4
Supply Chain risk, Risk pooling strategies – Managing Risk, concept, methodologies, techniques . **[5]**

Module 5
News vender model, Supply Chain Collaboration , concept and relevant cases. **[5]**

Suggested Readings:

Textbooks:

1. Operations & Supply Chain Management for the 21st Century by Ken Boyer &R. Verma, South- Western Publishing
2. Supply Chain Management: Strategy, Planning and Operation. Sunil Chopraand Meindl,PHI

Reference books:

1. Operations Strategy – Principles and Practice by Jan A. VanMieghem
2. Operations Strategy (2nd Ed.) by NigelSlack
3. Essentials of Supply Chain Management by Michael H.Hugos
4. Supply Chain Management best Practices by David Blanchard, Wiley
5. Supply Chain Management – Text and Cases by JanatShah
6. Handbook of Quantitative Supply Chain Analysis, Modeling in the E-Business Era, David Simchi-Levi, S. David Wu, Z.J. Shen, Kluwer's,2004
7. Operations Rules, Delivering Value through Flexible Operations, Simchi - Levi, MIT press,2010

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on CourseOutcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	1	2	2	2	2
2	2	2	2	1	2	1	2	2
3	3	3	3	2	3	2	2	2
4	3	3	3	2	3	2	2	M
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements) POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1,CO2,CO3, CO4,CO5	CD1
CD2	Tutorials/Assignments		CO1,CO2,CO3, CO4,CO5	CD1
CD3	Seminars		CO1,CO2,CO3, CO4,CO5	CD1 and CD2
CD4	Mini projects/Projects			
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 534 Distributions and Logistics Management

COURSE INFORMATION SHEET

Course code : **MT 534**
course title : **Distribution and Logistics Management**
Pre-requisite(s) :**MT406, MT 413**
Co-requisite(s) : **NIL**
Credits : 2 **L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Level **5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To explain the structure of logistics product.
B.	to develop an understanding of the logistics modeling and logistics customer service.
C.	To acknowledge the importance of the order processing and information system and management of transportation.
D.	To develop understanding of the forecasting requirements and transport decisions.
E.	To understand issues in doing better logistics and application of various leveraging mathematical and analytical models.

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Explain the structure of logistics product.
CO2.	Apply logistics modeling for improved logistics customer service.
CO3.	Evaluate Order processing and information system and transportation systems
CO4.	Examine accurately the forecasting requirements and transport decisions.
CO5.	Apply various leveraging mathematical and analytical models to design logistics systems

Syllabus

Module 1
Introduction, Strategy – Logistic Product, concept,and application **[6]**

Module 2
Logistic Modeling, Logistics Customer Service, techniques and application **[6]**

Module 3
Order Processing and Information System, Transport Management – Fundamentals, concept, and methodology **[4]**
Module 4
Transport Decisions, Forecasting – Logistics requirement, techniques and implementation **[6]**

Module 5
Issues in Doing Better Logistics - Information Technology and Supply Chain Management, Logistics and Supply Chain Management – Leveraging Mathematical and Analytical Models, Business cases **[8]**

Suggested Readings:

Textbooks:
1. Christopher, M. (2005), Logistics and supply chain management, Harlow: London, FT/Prentice-Hall.
2. Business Logistics Management, 5thedition, RonaldBallou

Reference books:
1. Designing and Managing the Supply Chain, Simchi, Mc Graw
2. Logistics and Supply Chain Management by G. Raghuram and N.Rangaraj
3. Supply Chain Management – Text and Cases by JanatShah

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –
1. Student Feedback on CourseOutcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	1	2	2	2	2
2	2	2	2	1	2	1	2	2
3	3	3	3	2	3	2	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
Pos met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
Pos met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1,CO2,CO3, CO4,CO5	CD1
CD2	Tutorials/Assignments		CO1,CO2,CO3, CO4,CO5	CD1
CD3	Seminars		CO1,CO2,CO3, CO4,CO5	CD1 and CD2
CD4	Mini projects/Projects			
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 535 Purchasing Strategy, Sourcing and Contracting

COURSE INFORMATION SHEET

Course code	**: MT 535**
Course title	**: PURCHASING STRATEGY, SOURCING AND CONTRACTING**
Pre-requisite(s)	**: MT406, MT413**
Co-requisite(s)	**: NIL**
Credits	**: 2L: T: P: 2 0 0**
Class schedule per week	**2**
Class	**: MBA**
Level	**:3/5**
Name of Teacher	**:**

Course Objectives

This course enables the students to:

A.	To impart knowledge about key strategic supply management tools and how to integrate them into the business strategy
B.	To understand the challenges inherent in global sourcing relationships
C.	To develop sound knowledge in the strategy regarding the purchasing decision

Course Outcomes

After the completion of this course, students will be able to:

CO1.	Apply and justify the framework for making long-term strategic supply management decisions
CO2.	Design strategies for effective use of the key strategic supply management tools and integrate them into the business strategy
CO3.	Analyze general characteristics of sourcing relationships and the challenges inherent in global sourcing relationships.

Syllabus

Module 1
Introduction
Purchasing defined, objectives, Scope of Purchasing, creating profit in business, processes examined, place of purchasing, financial impact of functions, purchasing as a strategic process, purchasing strategy and strategic purchasing, purchasing decisions **[8]**

Module 2
Purchasing procedures, E-purchasing and System Contracting
Purchasing procedure, purchasing procedural areas, inefficiencies of traditional procedure, legal aspect, purchasing records, purchasing manual, e-purchasing, system contracting meaning procedures techniques and application **[6]**

Module 3
Just-In-Time (Lean) purchasing and Revenue management
JIT Philosophy, understanding JIT environment, manufacturing planning and control in JIT environment. Revenue management techniques application and definition **[5]**

Module 4
Supplier Selection and Evaluation and buy decision
Supplier assessment, evaluation and development, understanding the Make vs. buy decision i.e. outsourcing, global sourcing strategy and contracting **[5]**

Module 5
Trade Agreement and bargaining and negotiations
Meaning, benefit or burden, negotiation concept and technique, bargaining procedure, methods strategy **[6]**

Suggested Readings:
Textbooks:

1. Purchasing and Supply Chain Management: Analysis, Strategy. Planning and Practice, 5thEd., Arjan VanWeele
2. Purchasing (Barron's Business Library) by MichaelHarding

Reference Books:

1. Cachon, G. P. &Terwiesch C. 2004 Matching supply with demand: An introduction to operations management (2nd edition) Boston, MA: McGrawHill.
2. Operations Strategy – Principles and Practice by Jan A. VanMieghem
3. R.B. Chase, N.J. Aqualon & F.R. Jacobs, Production & Operationsmanagement Manufacturing & Services 2nd Ed, TMH

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –
1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	1	2	2	2	2
2	2	2	2	1	2	1	2	2
3	3	3	3	2	3	2	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements) Pos met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

Pos met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1,CO2,CO3,CO4, CO5	CD1
CD2	Tutorials/Assignments		CO1,CO2,CO3,CO4, CO5	CD1
CD3	Seminars		CO1,CO2,CO3,CO4, CO5	CD1 and CD2
CD4	Mini projects/Projects			
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 536 Operations Planning And Control In Supply Chain Management

COURSE INFORMATION SHEET

Course code : MT536
Course title : OPERATIONS PLANNING AND CONTROL IN SUPPLY CHAIN MANAGEMENT
Pre-requisite(s) : MT 406, MT 413
Co- requisite(s) : NIL
Credits :2 L: T: P:
2 0 0
Class schedule per week 2
Class : MBA
Level : 3/ 5
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To understand the concepts of operation planning and its application in industrial situation
B.	To develop a broad perspective of the operations function and an understanding of the details of operations planning and control system techniques
C.	To familiarise the students with various concept of operation planning and management
D.	To impart knowledge and understanding to students on supply chain management and its relevance to today's business decision making
E.	To develop an understanding of the structure of operations planning and control systems in a wide variety of applications

Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain the structure of supply chains and the different ways through which supply chain can become competitive in market
CO2	Explain how to use the levers of the logistic strategy to redefine the points necessary to make this harmonization
CO3	Analyse the importance of value creation and to propose action in the field of management of logistic cost towards the creation of value
CO4	Design strategies for coordinating Operations Planning with other business activities.
CO5	Make operations planning and control decisions

Syllabus

Module 1
Introduction to Manufacturing, Production and Control, techniques, importance , application in business, cases ,conclusion **[6]**

Module 2
Demand Management and forecasting Managing Supply with Demand, Role of forecasting in supply chain, characteristics of forecasts, Approaches and methods to forecasting, Sales Inventory and Operations Planning (SIOP),Implementing sales and operation planning **[6]**

Module 3
Inventory Control and Management and Master Production Schedule (MPS)
Importance and scope of inventory control, Types of inventory, cost associated with inventory, inventory control, selective inventory control, economic order quantity, safety stocks, Inventory management system, steps involves in developing MPS, understanding of capacity planning, Importance of production planning, master scheduling, and sales., projected available balance and time fences **[6]**

Module 4
Material requirement planning and Capacity planning MRP-I AND MRP-II,Bills of material structure and components, Material requirement planning processes, order types, management of material requirement plan, processes of capacity planning, measurement of capacity and the levels of capacity, order scheduling, steps in making capacity plan, Theories of constraint **[6]**

Module 5
Just-in-time and Strategic impact in operation planning and control JIT Philosphy, understanding JIT environment, manufacturing planning and control in JIT environment, Strategic impact of operation planning and control **[6]**

Textbooks:

1. Operations Management, by Stevenson, Mc Graw
2. Operation and Process Management : Principles and Practice for Strategic Impact, 2/e, Slack, Chambers, Johnston and Betts
3. Supply Chain Management, by Coyle, NEL, 8/e
4. R.B. Chase, N.J. Aqulano & F.R. Jacobs, Production & Operations management Manufacturing & Services 2nd Ed, TMH
5. Operations Management by B. Mahadevan, PHI
6. Operations Strategy – Principles and Practice by Jan A. Van Mieghem

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	1	2	2	2	2
2	2	2	2	1	2	1	2	2
3	3	3	3	2	3	2	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements) Pos met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

Pos met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1,CO2,CO3,CO4,CO5	CD1
CD2	Tutorials/Assignments		CO1,CO2,CO3,CO4,CO5	CD1
CD3	Seminars		CO1,CO2,CO3,CO4,CO5	CD1 and CD2
CD4	Mini projects/Projects			
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures			
	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 537 TOTAL QUALITY MANAGEMENT AND SIX SIGMA

COURSE INFORMATION SHEET

Course code : **MT 537**
course title : **Total Quality Management and Six Sigma**
Pre-requisite(s) : **MT 406,MT 413**
Co-requisite(s) : **NIL**
Credits : **2L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Level :**3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	Ability to Develop an understanding on quality management philosophies and frameworks
B.	Ability to Develop in-depth knowledge on various tools and techniques of quality management.
C.	Ability to Learn the applications of quality tools and techniques in both manufacturing and service industry
D.	Ability to develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.
E.	Ability to Whether he/she can able to design Quality frameworks

Course Outcomes

After the completion of this course, students will be able to:

CO1	Apply the methods and tools of lean manufacturing systems.
CO2	Apply the methods of **total quality management** and lean manufacturing for investigation and synchronization of manufacturing processes.
CO3	Equip themselves to understand quality tools and techniques in both manufacturing and service industry
CO4	To develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.
CO5	To analyze whether he/she can able to design Quality frameworks

Syllabus

Module 1
Introduction to Total Quality Management: Management of Quality: Conceptual outlook,

definition of Quality, Strategic quality management, Quality planning, Costs of quality, Quality management. **[6]**

Module 2

Total Quality Management - Principles And Practices Introduction, Customer satisfaction, Customer perfection, Service quality, Retention, Employee involvement, Motivation, Performance appraisal, Continuous process improvement, PDCA/PDSA cycle, 5S concepts, Kaizen, Performance measure in TQM. Tools of TQM: Introduction, Benchmarking, Business Process Reengineering, BPR vs. Benchmarking, QFD, TPM, FMEA. TQM Implementation in manufacturing and service sectors **[6]**

Module 3

Quality Management Systems Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits **[6]**

Module 4

Statistical Tools And Techniques In Tqm Practice Introduction, Statistical approach towards TQM, Statistical tools, Pareto diagram, Cause-effect diagram, Control charts, SPC, Process capability, conclusion. Quality Management Practice: Introduction, Quality systems, ISO 9000: Quality system, Quality Auditing, ISO 14000, other quality systems. **[6]**

Module 5

Six Sigma - A Strategic Perspective Introduction, Methodologies of Six sigma, Basic components of Six Sigma, Implementing Six Sigma, Strategic perspective of Six sigma, Information systems requirements, Lean Six Sigma, Future of Six Sigma. **[6]**

Textbooks:

1. Dale H. Besterfiled, et at., "Total quality Management", Pearson EducationAsia, Third Edition, Indian Reprint 2006.
2. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 8th Edition, First Indian Edition, Cengage Learning ,2012.

Reference Book

1. Suganthi.L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 2006.
2. Janakiraman. B and Gopal .R.K., "Total Quality Management - Text and Cases", Prentice Hall (India) Pvt. Ltd.,2006.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	1	2	2	2	2
2	2	2	2	1	2	1	2	2
3	3	3	3	2	3	1	1	1
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements): POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design: POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1,CO2,CO3,CO4, CO5	CD1
CD2	Tutorials/Assignments		CO1,CO2,CO3,CO4, CO5	CD1
CD3	Seminars		CO1,CO2,CO3,CO4, CO5	CD1 and CD2
CD4	Mini projects/Projects			
CD5	Laboratory experiments/teaching aids			
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 538 RELATIONAL DATABASE MANAGEMENT SYSTEM

INFORMATION SHEET

Course code : MT 538
Course title : Relational Database Management System
Pre-requisite(s) : MT406, MT413
Class schedule per week 2
Credits : 2 L: T: P:
2 0 0
Class : MBA
Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students will able to:

A.	Understand the importance of DBMS and data storage organization
B.	Relate and compare different RDBMS models
C.	Compare the different ways of storing data and to deal with the recovery systems
D.	Able to create an optimal database design using ORACLE

Course Outcomes

After the completion of this course, students will be able to:

CO1	Describe the fundamental elements of **relational database** management systems
CO2	Explain the basic concepts of relational data model, entity-relationship model, **relational database** design, relational algebra and SQL
CO3	Convert the ER-model to relational tables, populate relational database and formulate SQL queries on data
CO4	Improve the database design by normalization.
CO5	Implement transactions, concurrency control, and be able to do Database recovery and Query optimization

Syllabus

Module 1

Database concepts Overview of database system, basic database system terminology, data model, Introduction of data base management System (DBMS), Feature of DBMS, Architecture of DBMS, **[4]**

Module 2

Physical data Organization & Network Model Model for external storage organization Storage hierarchy, index files, B-Trees, Files with variable length record, DBTG definition Implementation of Network and programme environment. **Relational database Concepts** Introduction to Relational data base Management System, (RDBMS) Relational dataModels, Features of RDBMS, Functional Dependencies, decomposition of relational schema, Normal forms(1NF,2NF,3NF,BCNF). **[8]**

Module 3

Recovery System Types of failures, Storage Structures, Recovery with concurrent transaction, advanced recovery techniques- transaction rollback, fuzzy checkpoint, savepoint **[6]**

Module 4 (6 Lectures)

Introduction to SQLSQL as standard relational database language, data definition language (DDL) data Manipulation language(DML), Embedded DML in a host programming language, Authorization and Integrity Specification, Transaction Control Statements. **[6]**

Module 5 (6 Lectures)

Database Technologies Client server technology, Distributed database, multidimensional database Data Warehouse, Data marts, CRM **Database Utilities** Introduction to object-oriented database, Security, Object/Basic Database Administration/ Remote Data Access**. [6]**

Text Books

1. Database Management System, Alex Leon, Mathews Leon, Pearson Education
2. Database Management Concepts, Korth, McGraw-HillEducation
3. Database Management System, C.J.Date, O'ReillyMedia

Reference Books

1. Relation Database: Theory &Practical ,Val Cocarde, BPB Publications, NewDelhi,
2. Oracle 8 –PL/SQL Programming, Scott Orman,McGraw-Hill

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on CourseOutcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	3	2	3	2	2	3	2
2	1	1	1	2	3	1	2	1
3	1	1	1	2	2	2	3	1
4	2	3	1	3	3	1	2	3
5	1	2	1	3	2	2	2	1

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD8
CD2	Tutorials/Assignments		CO2	CD1,CD4,CD8
CD3	Seminars		CO3	CD1,CD2,CD4, CD9
CD4	Mini projects/Projects/case studies		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD9
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 539 BUSINESS DATA COMMUNICATION

COURSE INFORMATION SHEET

Course code : **MT 539**
course title : **Business Data Communication**
Pre-requisite(s) : **MT 406 ,MT413**
Co-requisite(s) : **NIL**
Credits : **2L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level :**3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A	To develop the basics of Communication Systems.
B.	To understand the error detection techniques in signaling.
C.	Familiarize with the different types of networks.
D.	To understand networking convention.
E.	To understand various aspects of mobile communication.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain Data Communications System and its components.
CO2	Outline the basic protocols of computer networks, and how they can be used to assist in network design and implementation.
CO3	Identify the different types of network topologies and protocols
CO4	Enumerate and explain the layers of the OSI model and TCP/IP.
CO5	Analyse the basic protocols of computer networks, and suggest how they can be used to assist in network design and implementation

Syllabus

Module 1

Fundamentals of Communication System Communication Links, Communication System Formats, Character Codes, Digital Data Rates, Asynchronous and Synchronous Data, Basic Terminology Data Rate, Bandwidth, error rate, Serial and parallel transmission, Standard packet formats–HDLC and SDLC. **[6]**

Module 2

Types of signals and LAN Topologies AM, FM, PM, PCM, PDM, TDMA, FDMA, SDMA, CDMA, ASK, FSK, PSK Features-Error detection and correction codes, Workstation, Server, Cables, Types of Ethernet, Broadband and base-band, Optical Fibers', Network Interface Card. Networks and accessories-LAN, MAN, WAN, Hub, Bridges, Switches, Routers, Gateways , Frame Relay,ISDN. **[6]**

Module 3

Networking OSI Model, TCP/IP architecture and applications in Internet services-E-mail and Network file system, Comparison between peer to peer and client / server networking, Broadcasting, Multicasting, Point-to-point communication, IP Addressing, Concepts of Port, Socket, ATM, Tunneling, Virtual Private Network. **[8]**

Module 4

Mobile Communication and Data Network Security Applications of Mobile Communication, Wireless Communication-Bandwidth, Transmission Impairment, Interference, Mobile Internet & WML-Mobile IP, Wireless TCP& UDP, WAP, WML. Security requirements and AttacksSecrecy-Overview. **[5]**

Module 5

Network management & Standards for Computer Networks Feasibility Plan, Network design plan, Network requirements, Network configuration, Implementation performance and fault management, End user support, cost management, Network Standards-IEEE, LLC Standard, CSMA/CD Bus, Token Passing Bus. **[5]**

Text Books:

1. Communication Networks, Widjaja L G, Tata McGrawHill
2. Computer Networks and Internet, Comer, Pearson Education

Reference Books:

1. Data Computer Communication, Stallings W, Pearson Education
2. Computer Networks, Tanenbaum , Prentice-Hall
3. Cryptography and Network Security Principle and Practice, William Stallings, PrenticeHall
4. Cryptography and Network security, Atul Kahate, TataMcGraw-Hill.

Course Delivery methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on CourseOutcome

Mapping of Course Outcomes onto Program Outcomes

	Program Outcomes							
Course Outcomes #	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	1	1	2	1	2	3	2
2	1	1	2	3	3	1	1	1
3	3	2	1	1	3	2	1	3
4	2	3	1	2	1	1	3	1
5	3	2	1	2	1	2	2	2

Gaps in the syllabus (to meet Industry/Profession requirements) POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design: POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1, CD2& CD9
CD3	Seminars		CO3	CD1, CD2&CD4
CD4	Mini projects/Projects		CO4	CD 1, CD2,CD3& CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD4
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 540 ENTERPRISE RESOURCE PLANNING

COURSE INFORMATION SHEET

Course code : **MT 540**
Course title : **Enterprise Resource Planning**
Pre-requisite(s) : **MT406, MT413**
Credits : **2 L: T: P:**
2 0 0
Class schedule/week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students to :

A.	Develop an understanding of ERP and its emerging trends.
B.	Explain the role of communication in ERP
C.	Develop the knowledge on ERP and its related technologies.
D.	Explain mechanism for control, maintenance, and implementation of ERP and its life cycle.
E.	Explain the emerging trends of next generation enterprise.

Course Outcomes

On successful completion of the course, student will be able to:

CO1.	Evaluate a good understanding of basic issues in Enterprise Systems,
CO2	Analyze the scope of common Enterprise Systems (e.g., MM, SCM, CRM, HRM, procurement
CO3	Explain the challenges associated with implementing enterprise systems and their impacts on organizations
CO4	Describe the selection, acquisition and implementation of enterprise systems
CO5	Communicate and assess an organization's readiness for enterprise system implementation with a professional approach in written form.

Syllabus:

Module 1

Overview of ERP Introduction of ERP, Need, Advantages, and Growth of ERP, MIS Integration, ERP drivers. Communication in ERP Systems: Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Work flow, Process modelling for ERP Systems. **[8]**

Module2

ERP and Related Technologies Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP) , Supply Chain Management (SCM), Customer Relationship Management (CRM). **[6]**

Module 3

Control and Maintenance of ERP Finance, Production planning, Sales and Distribution, Human Resource Management, Inventory Control System, Quality Management, ERP Implementation Life Cycles : Evaluation and selection of ERP package, Project planning, Implementation team training & testing, End user training & Going Live, Post Evaluation and Maintenance. **[6]**

Module 4

ERP- Resource Management Perspective Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management. **[5]**

Module 5

Next generation enterprise Emerging trends, information mapping, role of centralized /distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise, link within the enterprise and links with environment Client/server architecture. **[5]**

Text Books:

1. ERP Demystified, Alexis, Leon, Tata McGraw Hill.
2. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.

Reference Books:

1. ERP: A Managerial perspective, Sadagopan, S., Tata McGraw Hill.
2. Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S., Galgotia Publications.
3. Enterprise Resources Planning and Beyond. Langenalter, A. Gary, St. Lucie Press, USA.
4. Building the Customer Centric Enterprise, Imhoff, C. Loftis Lisa & Geiger, G. Jonathan John Wiley & Sons.
5. Enterprise Resource Planning: A Manager's Guide, Diwan, Parag & Sharma, Sunil, Excel Books

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

	Program Outcomes							
Course Outcomes #	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	1	1	2	1	2	3	2
2	1	1	2	3	3	1	1	1
3	3	2	1	1	3	2	1	3
4	2	3	1	2	1	1	3	1
5	3	2	1	2	1	2	2	2

Gaps in the syllabus (to meet Industry/Profession requirements): POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design: POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1, CD2& CD9
CD3	Seminars		CO3	CD1, CD2&CD4
CD4	Mini projects/Projects		CO4	CD 1, CD2,CD3& CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD4
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 541 PROGRAMMING TECHNOLOGY-1 (C++).

COURSE INFORMATION SHEET

Course code : **MT 541**
course title : **Programming Technology-1 (C++).**
Pre-requisite(s) : **MT406,MT413**
Co-requisite(s) : **NIL**
Credits : **2**L: T: P:
1 0 2
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students:

A.	Understand the basic concepts of C++
B.	Understand the Objects and Classes of C++
C.	Familiarize with operator overloading and inheritance.
D.	Understand the Pointers and Virtual Functions.
E.	Understand the basics of Files and Streams.

Course Outcomes

After the completion of this course, students will be able to:

CO1	**Describe the object-oriented programming approach in connection with C++**
CO2	**Illustrate the process of data file manipulations using C++.**
CO3	Evaluate the problem description and then design object-oriented software's.
CO4	Understand the Virtual functions and Pointers of the technology.
CO5	Compute the Files and Streams in operating C++

Syllabus

Module 1

C++ Programming Basics Basic Program construction, operators in C++, Functions-Simple Functions, passingargument to Function Returning values, Reference arguments, overloaded, Functions, in line functions, storage classes.

[6]

Module 2

Object and Classes Class and objects, Constructors, Destructors, Objects as Function arguments, Returning object from Functions, Static class data. **[4]**

Module 3

Operator overloading and Inheritance Overloading unary and binary operators, Data conversion. Derive class and base class, Derive class constructors, overriding member functions, class Hierarchies, Public and private inheritance, Levels of inheritance, Multiple inheritance, Ambiguity in
Multiple inheritance, containership. **[6]**

Module 4

Pointers and Virtual Functions: Memory management, pointer to object, pointers to pointer. Virtual Function, Pure virtual function, Friend functions, Static functions, Assignment and copy initialization, this pointer. [8]

Module 5

Files and organization Introduction files and streams. **[6]**

Text Books:

1. Object Oriented Programming in Turbo C++ - Robert Lafore, GalgotiaPublication.
2. Object Oriented Programming with C++ - E. Balagurusamy, TataMcGraw-Hill.

Reference Books:

1. The C++ Programming Language - B. Stroustrup,Addison-Wesley.
2. Let us C++ - Yashwant kanetkar, BPBPublications.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
Internal	30
Quiz (s)	30
Project/Seminar	15
End Semester Examination	25

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcomes					
Course Objectives	A	B	C	D	E
1	1	1	2	2	2
2	2	1	3	2	2
3	2	2	2	2	2
4	1	1	2	3	2
5	3	3	2	2	1

Gaps in the syllabus (to meet Industry/Profession requirements)

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**

CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	1, 5
CD 2	Tutorials/Assignments		CO2	1,2,3,5
CD 3	Seminars		CO3	1,2,3,5
CD 4	Mini projects/Projects		CO4	1,3
CD 5	Laboratory experiments/teaching aids		CO5	1,3,5
CD6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 542 Programming Technology – 11 (JAVA Application)

COURSE INFORMATION SHEET

Course code : MT 542
Course title : Programming Technology – 11 (JAVA Application)
Pre-requisite(s) : MT406, MT413
Co- requisite(s) : NIL
Credits :2 L: T: P:
1 0 2
Class schedule per week 2
Class : MBA
Semester/Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students :

A.	Develop the understanding of object oriented programming language.
B.	Familiarize the concept of classes and objects.
C.	Understand the various Syntax used in JAVA
D.	Understand the various Data types and Variable Declaration.
E.	Understand how to write programming loops in JAVA Constructors, methods and fields.

Course Outcomes

After the completion of this course, students will be:

CO1	Distinguish and examine JAVA program format.
CO2	Evaluate a software application using the Java programming language.
CO3	Understand Syntax error, Run time errors and logic errors.
CO4	Debug a software application written in the Java programming language. About the objects and events in JAVA.
CO5	Analyse if else statement and Boolean expressions.

Syllabus

Module
Overview of Java language Introduction to OOPL Java program format, compiling and running ,methods, classes and inheritance, conditionals, loops and recursion, Boolean return values, working with threads and distributed computing, abstract methods and interfaces introduced, step-wise refinement and problem decomposition, object-oriented programming, software engineering basics . **[6]**

Module

A first look at objects and events/Java syntax and style Classes and objects, Classes and source files, Objects and classes, Library classes and packages, import statement, Extending library classes, fields, constructors, and methods, brief introduction to events handling in Java. Syntax and style in a programming language, Comments, Reserved words and programmer defined names, Statements, braces, blocks, indentation, Syntax errors, run-time errors, logic errors. **[6]**

Module 3

Data types, variables, and arithmetic Variable and a data type, Declarations of variables, Fields vs. local variables, Primitive data types-int, double and chart, Literal and symbolic constants, Initialization of variables, Scope of variables, Arithmetic expressions, Data types in arithmetic expressions, The cast operator, The compound assignment (+ =, etc.) and increment and decrement operators(++,--). **[6]**

Module 4

If else statement: If-else statement, Boolean expressions, Boolean data type, Relational and logical operators, De-Morgan's laws, Short-circuit evaluation, Nested if-else and if-else-if, switch statement. **[6]**

Module 5

Classes, constructors, methods, and fields Introduction to Classes, Constructors, Methods and Fields. Introduction to Applets, Remote Method Invocation (RMI) and JAVA Beans. **[6]**

Suggested Readings:

Text Books:

1. Head First Java, Kathy Sierra, Bert Bates, O'Reilly Media
2. Java How to Program, Harvey, M. Dietel, Prentice Hall

Reference Books:

1. Thinking in Java, Bruce Eckel, Prentice Hall
2. Beginning Java 2 JDK, Ivor Horton , Wiley.
3. The Java Programming Language, Ken Arnold, James Gosling, David Holmes,Prentice Hall.
4. Programming with Java: A primer, E. Balagurusam, Tata McGraw-Hill,

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
Day to day performance & Lab files	30
Quiz (s)	15
Viva	15
End Semester Examination	25
Viva Voce	15

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Objectives onto Course Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	2	1	3	2	1	3	1	2
2	1	3	3	3	3	2	2	2
3	2	2	1	3	2	3	1	1
4	3	3	2	2	1	1	3	3
5	1	3	2	3	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	1, 5
CD2	Tutorials/Assignments		CO2	1,2,3,5
CD3	Seminars		CO3	1,2,3,5
CD4	Mini projects/Projects		CO4	1,3
CD5	Laboratory experiments/teaching aids		CO5	1,3,5
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 543 SOFTWARE ENGINEERING

COURSE INFORMATION SHEET

Coursecode : **MT 543**
Coursetitle : **SoftwareEngineering**
Pre-requisite(s) : **MT406, MT413**
Co-requisite(s) : **NIL**
Credits : **2L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives
This course enables the students:

A.	Develop the understanding of System's Concept.
B.	Familiarize with Software Design Principles.
C.	Understand Software Quality Assurance.
D.	Understand real time systems.
E.	Understand Project Management tools and computing structures.

Course Outcomes
After the completion of this course, students will be:

CO1	An ability to work in one or more significant application domains.
CO2	Demonstrate an understanding of and apply current theories, models, and techniques that provide a basis for the software lifecycle.
CO3	Work as an individual and as part of a multidisciplinary team to develop and deliver quality software .
CO4	Demonstrate an ability to use the techniques and tools necessary for engineering practice.
CO5	Understand the cause and effects of Project Failure, Risk Management.

Syllabus

Module 1
Software Concept and Software Design – Overview: Software Concepts and Processes, Software Life Cycles, Cost Effective Software, Software Documentation, Software Design Overview, Design Concepts, Design Consideration, and Design Pattern. **[6]**

Module 2
Software Quality Assurance and Real Time Systems Overview: Software Quality Assurance Processes and Verification Concepts, Quality Characteristics and Definitions, Software Defects and Customer Quality Checks, What are Real Time Systems, Real Time Systems Scheduling and Designing, and Ideal Component of Real Time Systems. **[6]**

Module 3
Project Management Tools: Risk Management, Project Planning and Tracking, Inspections-General Concepts, Measurement/ Various Testing (Module/Package Level, Subsystem

Integration, Regression, State Based, Traditional/Functional, Logical and OO Testing) , Safety/Failure Analysis. **[6]**

Module 4

Computing Structures Overview: Computer Architecture basics, including Boolean algebra, gates, combinational and sequential logic, machine-level representation of data, machine organization, assembly/machine language programming, memory organization, caches, heaps, stacks, serial and parallel I/O, interrupts, bus protocols, and direct-memory access(DMA). **[6]**

Module 5

Algorithm and Data Structures: Fundamental Data Structures and Algorithms, Searching and Sorting Algorithm Design Techniques, Dynamic Programming, Graphs and Graphs Algorithms, Empirical and Theoretical Measures of the Efficiency of Algorithms and Complexity Analysis. **[6]**

Suggested Readings:

Text Books:

1. Software Engineering, Shari Lawrence Pfleeger, Joanne M. Atlee, Pearson.
2. Fundamentals of Software Engineering, Carlo Ghezzi, Mehdi Jazayeri,Dino MandrioliPearson

Reference Books:

1. Real-Time Systems and Software, Alan C. Shaw, Wiley.
2. Real-Time Systems, Jane W.S. Liu, Prentice -Hall.
3. Software Engineering, Principles and Practice , Waman S. Jawadekar ,McGrawHill.
4. Fundamentals of Software Engineering, Second Edition, Carlo Ghezzi, Mehdi Jazayeri and Dino Mandrioli, Pearson Education (AddisonWesley).
5. Software Engineering, Principles and Practice , Hans Van Vliet, John Wileyand Sons.
6. Software Engineering, An Object-Oriented Perspective, Eric J. Braude , JohnWiley and Sons.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedureDirect Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on CourseOutcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	2	2	1	1	3	1	2
2	2	1	2	3	3	2	2	2
3	3	2	1	2	1	3	1	1
4	2	3	3	1	1	1	3	3
5	3	3	3	2	1	2	3	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	1, 5
CD2	Tutorials/Assignments		CO2	1,2,3,5
CD3	Seminars		CO3	1,2,3,5
CD4	Mini projects/Projects		CO4	1, 3
CD5	Laboratory experiments/teaching aids		CO5	1, 3, 5
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 544 MULTIMEDIA AND WEB DESIGNING

COURSE INFORMATION SHEET

Course code : **MT 544**
course title : **Multimedia and Web Designing**
Pre-requisite(s) : **MT406,MT413**
Co-requisite(s) : **NIL**
Credits :**2L: T: P:**
1 0 2
Class schedule per week **3**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students will be able to:

A	Develop the understanding of establishing and managing website.
B	Understand the basics of HTML.
C	Understand the basics of Graphics.
D	Understand the table design.
E	Understand libraries and multimedia.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Understand how to create an online site and upload, and webpage with Dreamweaver.
CO2	Understand the difference between HTML and XHTML.
CO3	Investigation of image properties.
CO4	Understand table layout to organize the webpage.
CO5	Understand and investigate a template and snippets and multimedia.

Syllabus

Module 1

Establishing and Managing a Web Site and Basics of HTML: Examine the major components of Dreamweaver Create an online site for class projects, Create and upload a basic web page with Dream weaver, Format text with the list tools. How to write it, what is the difference between HTML and XHTML. Plus hosting and putting your Web page on the Internet, Create text links ,Create e-mail links ,Set anchors and create links to anchors ,Create graphic links (buttons) and navigation bars ,Check web pages for broken or missing links,. **[6]**

Module 2

Getting Graphic and Tables Design: Insert and edit graphics ,Investigate image properties ,Align graphics and text ,Investigate color tools and uses ,Control images in backgrounds and tables ,Create an image map ,Explore the relationship of Fireworks and Flash to Dreamweaver ,Create simple Flash animations. Page with tables, Insert and edit tables using templates, Insert and align items in a table, Use a table layout to organize a webpage. **[6]**

Module 3

Libraries: Templates and Snippets ,Define and investigate a template, a library item, a snippet, and a style ,Create and edit templates ,Create pages from templates ,Create library items and add them to documents, Create, edit, and use snippets, Create, edit, and apply HTML Styles. **[6]**

Module 4

Introduction to multimedia: Typefaces and Graphics- Desktop Publishing- Production Planning and Design, User Interface Design & Graphics, Multimedia Sound, Digital Video, Use the Adobe Photoshop, Effectively apply the fundamentals of multimedia design including the aesthetic and technical aspects, Incorporate all of the various multimedia elements to produce an interactive multimedia product. **[6]**

Module 5

Graphics and Animation: Understand the roles and responsibility of a multimedia design team, , Use effective interpersonal communications skills to enhance clarity of communication, enhance team performance and build effective working relationships. Understand the business process of the multimedia. **[6]**

Suggested Readings

Text Books:

1. Creating Web Sites: The missing manual, Matthew MacDonald, O'Reilly,
2. Learning Web Design: a beginners guide to (X)HTML, style sheets and web Graphics , Jennifer Niederst Robbins and Aaron Gustafson ,O'Reilly

Reference Books:

1. Web design and marketing solutions for business websites, Kevin Potts, Friends of, USA
2. Collaborative web development: strategies and best practices for web teams, Jessica Burdman ,Addison-Wesley

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
Internal	30
Quiz (s)	30
Project/Seminar	15
End Semester Examination	25

Indirect Assessment –

1. Student Feedback on Course OutcomE

Mapping of Course Objectives onto Course Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	3	2	3	3	2	3
2	1	1	3	2	3	3	2	3
3	1	3	1	1	1	1	1	1
4	1	3	3	1	1	3	1	1
5	3	3	1	2	2	1	2	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1, CD2& CD9
CD3	Seminars		CO3	CD1, CD2&CD4
CD4	Mini projects/Projects		CO4	CD 1, CD2,CD3& CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD4
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 545 SYSTEM ANALYSIS AND DESIGN

COURSE INFORMATION SHEET

Course code : **MT 545**
Course title : **System Analysis and Design**
Pre-requisite(s) : **MT406, MT 413**
Co–Requisite(s) : **NIL**
Credits : **L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	Understand the evolving methodologies for the analysis, design, and development of an information system.
B.	Manage projects, prototyping, CASE tools, and systems development life cycle phases.
C.	Analyze a problem and design an appropriate solution using a combination of tools and techniques
D.	Acquire a technological infrastructure and organizational possibilities in the emerging business models.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain the methodologies used for analysis of an information system.
CO2	Analyze projects, CASE tools and SDLC
CO3	Acquire different business models and their solution using a combination of tools and techniques.
CO4	Manage projects and carry out prototyping
CO5	Use multiple combination of tools and techniques for speedy recovery of a system

Syllabus

Module1
Introduction: Types of information systems and their characteristics, the process of systems development, System Development Life Cycle, Project Feasibility, System Requirements Analysis, Fact Finding Techniques,
. **[4]**

Module2
Business and information systems, Understanding information as a resource, Understanding the structure of organizations, , Types of information systems **[6]**

Module 3
Gathering user requirements and information analysis, Data sampling, Interviewing techniques, Creating questionnaires, Observing stakeholders and their environment(s),

Prototyping, Joint Application Development (JAD), Rapid Application Development (RAD), Data modelling ,Entity relationship diagrams, Process modeling, Data flow diagrams, Structured English, Decision tables ,Decision trees **[6]**

Module 4

CRUD synchronization matrices, Data dictionaries and information system metadata, Project management, Gantt charts and PERT, diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational, feasibility, Preparing and writing system proposals, Request for Proposal (RFP), Request for Comment (RFC), Working with HW/SW vendors. **[8]**

Module 5

Systems design, Building and testing databases and files, Building and testing network infrastructure. Writing and testing programs, Installing and testing purchased software, Systems implementation. Testing, Conversion planning, User training, Module Systems maintenance, Systems enhancement. Reengineering, Reverse engineering, System failure recovery, Technical support. **[6]**

Suggested Readings

Text Books

1. Systems Analysis and Design, KE Kendall, JE Kendall, Pearson Prentice Hall
2. Structured Systems Analysis: Tools and Techniques, CP Gane , T Sarson , Prentice- Hall
3. System Analysis and design, Donald Yeates, Tony wakefield, PearsonEducation's

Reference books

1. Structured Design: Fundamentals of a Discipline of Computer Programand Systems Design, E Yourdon, LL Constantine ,Prentice-Hall
2. Fundamentals of database System, R Elmasri, SBNavathe,

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	3	2	3	3	2	3
2	1	1	3	2	3	3	2	3
3	1	3	1	1	1	1	1	1
4	1	3	3	1	1	3	1	1
5	3	3	1	2	2	1	2	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1, CD2& CD9
CD3	Seminars		CO3	CD1, CD2&CD4
CD4	Mini projects/Projects		CO4	CD 1, CD2,CD3& CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD4
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 546 COMPUTER AIDED MANAGEMENT

COURSE INFORMATION SHEET

Course code : **MT 546**
Course title : **Computer Aided Management**
Pre-requisite(s) : **MT406, MT413**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Semester/Level : **3/5**
Class : **MBA**
Name of Teacher :

Course Objectives

This course enables the students will able to:

A.	To develop knowledge and understanding of contemporary theories and practices by examining the relationship between a theoretical understanding and real-life situations.
B.	To outline and integrate different dimensions of computer aided management arising from human resource management, information systems and strategic management.
C.	To understand the concept of `intellectual capital' and how it is managed and exploited in organisations.
D.	To gain critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Design suitable management support systems & decision support systems
CO2	Explain knowledge management in depth along with the concepts of Artificial and Natural intelligence
CO3	Analyze and compare the models and algorithms related to the concepts of data warehousing and data mining
CO4	Compare and use Neutral and Grid computing
CO5	Implementation and integrate Management Support Systems

Syllabus

Module 1

Management Support Systems- Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications. **Decision Support Systems**- Introduction to Decision Support Systems, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems.**[6]**

Module 2

Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems, Knowledge Management-Concepts, Development Methods, Technologies & Tools, Electronic Document Management, **Knowledge**- Based Decision Support-Artificial Intelligence - Concept, Definition, AI Vs. Natural Intelligence. **[6]**

Module3

Expert System-Concept, Structure, Working, Benefits & Limitations, Knowledge Acquisition & Validation- Scope, Methods, Validation, Verification, Analyzing, Coding, Documenting & Diagramming, Knowledge Representation, Inference Techniques. Data Warehousing &Data Mining-Access, Analysis, **[8]**

Module 4

Classification: Preliminaries General Approach to Solving a Classification Problem, Decision Tree Induction, Model Over fitting, Evaluating the Performance of a Classifier, Methods for Comparing Classifiers, Association Analysis- Problem Definition, Frequent Item set Generation, Rule Generation, Compact Representation of Frequent Item sets, Alternative Methods for Generating Frequent Item sets, FP-Growth Algorithm, Evaluation of Association Patterns, Effect of Skewed Support Distribution. **[5]**

Module 5

Neural Computing - Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks. Grid Computing-- Overview. Intelligence System Development, Fuzzy Logic, Genetic Algorithm,. **[5]**

Suggested Readings:

Text books

1. Decision Support System & Intelligent System, Turban, Aronson, Pearson.
2. Business Intelligence: data mining and optimization for decision making ,Vercelli sCarlO ,Wiley
3. Key Issues in the New Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, USA

Reference Books

1. Introduction to Groupware, Workflow, and Workgroup Computing bySetragKhoshafian (Author), Marek Buckiewicz (Author), John Wiley &Sons
2. Introduction to Artificial Intelligence by CHARNIAK (Author), Pearson EducationIndia.
3. Decision Support Systems: Concepts and Resources for Managers, Daniel J.PowerGreenwood Publishing Group

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	3	2	3	3	2	3
2	1	1	3	2	3	3	2	3
3	1	3	1	1	1	1	1	1
4	1	3	3	1	1	3	1	1
5	3	3	1	2	2	1	2	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD8
CD2	Tutorials/Assignments		CO2	CD1,CD4,CD8
CD3	Seminars		CO3	CD1,CD2,CD4,CD9
CD4	Mini projects/Projects/case studies		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD9
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MARKETING

MT513 CONSUMER BEHAVIOUR

Course code :**MT 513**
Course Title : **Consumer Behavior**
Pre-requisite(s) : **MT404**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To aware students with the theoretical frameworks and practical implications of consumer behavior for business
B.	To examine forces shaping consumer choice in modern society
C.	To develop an understanding of decision making, perception, learning and attitude development
D.	To identify the importance of personality, involvement and motivation in consumer behavior
E.	To understand the effects of the social environment and culture upon consumer behavior

Course Outcomes

After the completion of this course, students will be able to:

CO1	To explain the theoretical and practical implications of consumer behaviour
CO2	To analyse consumer behaviour in context with the modern society
CO3	To derive implications of consumer decision making, perception, learning and attitude development for marketing decisions
CO4	To relate and analyse the significance of personality, involvement and motivation in consumer behaviour
CO5	To analyse the effects of social environment and culture on consumer behavior

Syllabus

Module 1
Introduction Scope & importance, application in marketing, the consumer research process- quantitative and qualitative research, the changing Indian society- demographics and social stratification, **Consumer Motivation & Perception:** Dynamic nature of motivation. motivational Conflict, Defense Mechanisms, Personal and psychological influences, Absolute and Differential Threshold-marketing implications, Perceptual Selection-Organization and Interpretation, Perception and Marketing Strategy, Retail Strategy, Brand Name and Logo Development, Package Design and Labeling **[6]**

Module 2

Consumer Attitude formation and Change

Concept of attitude, Attitude formation, Attitude Change-Individual and Situational Characteristics , Cue Relevance and Competitive Situation, Consumer resistance to persuasion ,Communication Characteristics that Influence attitude formation and Change, Source Characteristics, Appeal Characteristics, Message Structure Characteristics

Communication and Consumer Behaviour Reference group influence on individuals**,** Opinion Leaders, Celebrity influence, Word of Mouth,

Personality and consumer behaviour Nature of personality, , Personality Traits and it's Marketing significance, Product personality and brand personification,Virtual personality or self, Elements of Consumer Learning, Applications of consumer learning in Marketing **[8]**

Module 3

Sociocultural Influences Socialisation, the nature of Indian households, types of Households, the household life Cycle, marketing strategy based on the household Life Cycle, Determinants of Family Purchase Roles, Conflict Resolution, The Concept of Culture- Variations in Cultural Values, Other-Oriented Values, Environment-Oriented Values, Self-Oriented Values Regional subcultures,Cross Cultural Consumer Behaviour, Social class and life style profile of social class **[6]**

Module 4

Consumer decision making models: The consumer decision making process, Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making

Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, **[6]**

Module 5

Consumer and society: Consumerism, legal consideration.

E-Buying behaviour- Consumer involvement in computer mediated environment, consumer response in virtual environment, online vs offline buying , the internet value chain, online customer engagement, buyer seller relationships and social media **[4]**

Text books:

1. Consumer Behaviour, Schifman &Kanuk, Pearson
2. Consumer Behavior; Concepts & Applications, Loudon, Deltabitta

Reference books:

1. Consumer Behavior, Engel & Blackwell, Thomson
2. Consumer Behaviour, Kazmi & Batra, Excel Books
3. Consumer Behavior Building Marketing Strategy ELEVENTH EDITION Del I. Hawkins & David L. Mothersbaugh ,Mc Graw Hill Irwin

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	2	1	1	2	1	2	2
2	1	1	1	1	1	1	2	1
3	1	2	1	1	1	2	2	1
4	1	1	2	1	2	1	1	2
5	1	2	1	1	1	1	2	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD2
CD2	Tutorials/Assignments		CO2	CD1,CD4,CD2
CD3	Seminars		CO3	CD1,CD3
CD4	Mini projects/Projects/ Case study		CO4	CD1,CD5
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD7,CD2
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT514 MARKETING RESEARCH

COURSE INFORMATION SHEET

Course code : MT514
Course title : Marketing Research
Pre-requisite(s) : MT404
Co- requisite(s) : NIL
Credits : 2 L: T: P:
2 0 0
Class schedule per week 2
Class : MBA
Semester/Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students will be able to:

A.	To develop capability to understand the fundamentals of Marketing research and make students industry ready
B.	To inculcate an attitude for identifying and undertaking research work both in industry as well as in academic environment with emphasis on continuous learning enabling to excel in competitive participations.
C.	To nurture and nourish students to conduct unbiased research on the problems of the society and develop solutions to it.
D.	To foster a confident and competent graduate capable to solve real life practical industrial problem in a systematic manner
E	To encourage students to interpret the outcomes in a manner that would help solve business problems in the best possible manner.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Describe the marketing research process and list the characteristics of various types of research
CO2	Given a Marketing Management problem determine the related Research Problem
CO3	Formulate Research Objectives and Hypothesis from a given research problem
CO4	Given the research budget select suitable Research Design for achieving the research objectives
CO5	Organize the data collection process, Analyse data and draw inferences and recommend solutions to the research problem and the Marketing Problem

Syllabus:

Module 1

Introduction, Nature and Scope of Marketing Research, Application of Marketing Research, Objective and importance of Marketing Research, Market Research Vs. Marketing Research, Marketing Intelligence versus Marketing Research , Role of Marketing Research, Types of Research M.R. and Marketing Information System. The Marketing Research Process- An Overview **[6]**

Module -2

Research Designs: Exploratory Research, Descriptive Research, Alternative Research Design, Experimental Research, Testing Effect, Measurement Variation and Interactive Effect. **Types of Data**: - Primary Data and Secondary Data, Sources of Secondary Data M.R.in India. **[6]**

Module 3

Questionnaire Design: Concept, Distinguish Questionnaire and Interview schedule, Process of Designing a Questionnaire, Types of Questionnaire, sampling: Census and Sampling, Sampling Error, The population, Sample frame, Sampling Techniques, Sample Size Determination. **Data Collection**: Survey Vs. Observation Method Various Interviewing Methods, Attitude **Measurement**: Types of scales, Nominal, Ordinal, Interval, Ratio Scales, Thurstone and Likert Scales and Semantic Differential Scales, Depth Interview and Focus Group Interview. **[6]**

Module 4

Processing Raw Data: Editing, Coding, and Tabulation ,**Data Analysis**: - Statistical Estimation, use of percentages and Measures of Central tendency, Test of Hypothesis, Type I and Type II Errors, application of "z"& "t" tests, Chi-square Analysis, Analysis of Variance.

[6]

Module 5

Quantitative Techniques and Model Building: Application of Correlation and Regression Analysis, Multivariate Analysis, Application of Factor Analysis, Cluster Analysis and Conjoint Analysis, Report Writing :The contents and characteristics of a good report. **[6]**

Text Books

1. Research Methods in Marketing Management: B N Sethna& Leonard Greanveld
2. Marketing Research: Boyd & Westfall
3. Marketing Research: David Aaker

Reference Books

1. Marketing Research: G C Beri
2. Research for Marketing Decisions: Green &Tull
3. Marketing Research (Text and Cases) : Rajendra Nargundkar

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1, CD2& CD9
CD3	Seminars		CO3	CD1, CD2&CD4
CD4	Mini projects/Projects		CO4	CD 1, CD2,CD3& CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD4
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT515 International Marketing

INFORMATION SHEET

Course code : **MT515**
Course title : **International Marketing**
Pre-requisite(s) : **MT404**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester / Level : **3/5**
Name of Teacher

Course Objectives

This course enables the students:

A.	To understand international marketing theory and concepts.
B.	To understand Global Marketing Environment and its application in an in-depth industry specific analysis for evaluating and selecting a foreign market.
C.	To learn the process of marketing research and challenges in international marketing.
D.	To understand and design strategies for product, channel, distribution, brand.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Undertake strategic business analysis to design appropriate international marketing objectives and strategies.
CO2	Identify, analyse and evaluate data information related to international market research to business opportunities and threat relevant in the current world.
CO3	Apply international marketing concepts and theories to evaluate and segment a market, target the customer and positing of the product.
CO4	Manage the preparation of documents and the application of procedures to support the movement of products and services in the organization's global supply chain.
CO5	Design the creative strategy for a brand so as to ensure achievement of the communication objective.

Module 1
Introduction
Introduction to International Marketing, Nature, scope and different complexities of International Marketing, **International Marketing Environment:** Cultural, Political, and Legal Environment, India and World Trade, Regional economic groups in Latin America, Asia and Africa, Commodity agreements, Factor mobility and foreign direct investment, protectionism. **[8]**

Module 2
The world financial environment, the multinational finance function-the finance and treasury functions in internationalisation process, the multinational accounting and tax function, global debt market, offshore financial centres, foreign exchange risk management,
Balance of Payments: Concept, Influence on country's export & import [6]

Module 3
Managing International Marketing Mix: Product and Services, International product and Service Strategies, International Promotional Mix, **International Marketing Strategy Decisions:** Segmentation and Positioning, Planning for International Marketing, Product Planning, International PLC. **Product & Channel strategy:** Global Market & Product Development, Product Adaptation & Product Standardization indifferent nations. **[6]**

Module4.
Overseas Distribution system: Global manufacturing and supply chain management**,** Alternative Middleman Choices - Home country, Foreign country and Government affiliated, middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members. **[4]**

Module 5
International Promotion Strategy: Global advertising, the growing role of PR/publicity in global marketing, Global brands vs Local Brands, International sales management, **International Pricing Strategy:** Pricing Decisions and internal Challenges, policy & objectives, Leasing, the gray market challenge, Anti Dumping measures of Governments - challenge for the global marketers . **[6]**

Text Book
1. International Marketing-Analysis and strategy, Onkvsit, Sak and Shaw, TMH
2. Global Marketing Management, Keegan, Pearson
3. International business-Environments and operations; John D Daniels, Lee H Radebaugh & Daniel P Sullivan, Pearson
Reference Books:
1. International Marketing and Export Management, Albaum, Duer & Strands, Pearson
2. International Business Management, Sinha & Sinha, Excel Books
3. International Marketing, P K Vasudev, Excel

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Programme outcomes							
	1	2	3	4	5	6	7	8
1	2	1	1	2	2	2	1	1
2	1	2	2	2	-	2	-	1
3	1	3	2	2	2	2	-	2
4	1	2	2	1	2	2	2	1
5	1	2	2	2	1	1	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1and CD2
CD3	Seminars		CO3	CD 1 and CD8
CD4	Mini projects/Projects		CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD2
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 516 INDUSTRIAL MARKETING

COURSE INFORMATION SHEET

Course code : **MT 516**
Course title : **Industrial Marketing**
Pre-requisite(s) : **MT404**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students will be able to :

A.	Understand the concept of industrial marketing and difference between industrial market and consumer market.
B.	Explain the Industrial Marketing Environment and the various models of Industrial Buyer Behavior.
C.	Develop an understanding of the strategic planning process in Industrial Marketing.
D.	Outline the key aspects of the various marketing tools and their application in Industrial Marketing.
E.	Explain the important decisions related to managing the Marketing Mix of Services.

Course Outcomes

After the completion of this course, students will be able to :

CO1	Compare the differences and similarities between challenges faced in Consumer Marketing and industrial marketing.
CO2	Recommend appropriate Segmentation, Targeting and Positioning strategy for an industrial brand.
CO3	Forecast demand and Develop the Marketing Plan for an industrial product.
CO4	Apply buying behavior concepts to design industrial products & services, set prices and distribution and logistics strategies to achieve the Marketing Objective.
CO5	Design Marketing Mix for industrial services to achieve planned marketing objective

Module 1
Introduction:
Nature and Objectives, Differences between Industrial Marketing and Consumer Marketing, trends and changes in business marketing, Classification of Industrial Customers and Industrial Products, Industrial Marketing Environment. **[6]**

Module 2
Industrial Market Demand Analysis: Characteristics Peculiar to Demand of Industrial Products. Derived demand and business to business supply chains, the bullwhip effect, integrated versus networked supply, the value chain, Industrial Marketing Research- Scope & Process **[5]**

Module 3
Industrial Buying and Buyer Behavior : Concept of Buying Centre and Selling Centre, Yoram Wind's approach to Industrial buying behaviour, Buying Situations, Industrial Buying Process, Buy- Grid Model, Brand Influence in Industrial Purchase, e procurement, Jagdish N. Sheth's Model of Industrial Buyer Behavior, implications of industrial buying behaviour models, **[8]**

Module 4
Industrial Market Segmentation: Macro and Micro Segmentation Approaches, Wind, Cardozo & Richard's Model, Implementation Problems in Industrial Marketing, choosing Industrial segments, Industrial product and product line positioning,
Marketing of Industrial Services: Distinction between Consumer & Industrial Services.
[5]

Module 5
Marketing mix elements in Industrial Markets:
Product- new product development, role of marketing in product development
Price-pricing strategies and tactics, negotiated pricing, the make or buy decision, leasing
Distribution- direct and indirect channels of distribution, internet's emerging role in B2B marketing channels, e commerce strategies.
Promotion- corporate advertising and industrial branding, internet and web communication in B2B marketing, convergence of the promotion mix elements.
[6]

Suggested Readings
Text Books:
1. Industrial Marketing – Analysis Planning & Control by Reeder Brierty, Prentice Hall of India, New Delhi
2. Marketing Management – Philip Kotler Pearson Education, New Delhi

Reference Books:
1. Industrial Marketing Management by Hutt and Speh, Cengage
2. Industrial Marketing by K.K. Havaldar, McGraw-Hill Companies, New Delhi
3. Business to Business Marketing-Analysis & Practice; Robert Vitale,Joseph Giglierano & Waldemar Pfoertsch, Pearson

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Programme outcomes							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	2	1	1	2	2	2	1	1
2	1	2	2	2	3	2	3	1
3	1	3	2	2	2	2	3	2
4	1	2	2	1	2	2	2	1
5	1	2	2	2	1	1	1	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1, CD4 & CD8
CD3	Seminars		CO3	CD1,CD2 and CD9
CD4	Mini projects/Projects		CO4	CD1,CD2 & CD9
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD7
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 517 Retail Management

Course code:	**MT 517**
Course title:	RETAIL MANAGEMENT
Pre-requisite(s):	NIL
Co- requisite(s):	NIL
Credits:	L:2 T:0 P:0
Class schedule per week:	2
Class:	MBA
Semester/Level:	3
Name of Teacher:`	Dr. Anand Prasad Sinha

Course Objectives

This course enables the students:

A.	To impart knowledge about the Elements and Primary Classification of Retailers in India and growth of Retail Industry in all over the world
B.	To develop knowledge about the Retail Format Variety and Assortment of Merchandise with Store Based Retailer and Non- Store based Retailers
C.	A. . To develop sound knowledge of Retailing in Consumer Buying Behavior and Factor Influencing of Generic Model.
D.	. To impart knowledge about the Category Management and find the position of categories of the various products as well as importance of Supply Chain Management in Retailing
E.	. To evaluate sound knowledge in store planning, design, layout and pricing along with store management techniques

.

Course Outcomes

After the completion of this course, students will be able to:

CO1	To explain basic theories, principles, practices and terminology related to each functional area of Retail Management
CO2	. To design the Retail Format Variety and Assortment of Merchandise and Classification of Retail Institutions
CO3	To analyze the various factors affecting the consumer decision making.
CO4	To understand the process that involves the managing products categories as business unit and functioning of supply chain management
CO5	To design the store layout, merchandising and staffing strategy to achieve Retail targets.

Module 1 (6 lectures)

Introduction:
Meaning& Definition of Retailing, Elements of Retailing, Concept of Retail, Types of Retails, Primary Classification of Retailers: Unorganized Retail and Organized Retail. Retailer within the Distribution Channel. Factors Responsible for Retailing in India, SWOT analysis of Retail Industry in India. Meaning of Retail Management and Growth of Retail Industry in all over the world. Foreign Direct Investment in Retail in India.

Module 2 (6 lectures)
Retail Formats and Classification of Retailers:
Introduction- Retail Format: Variety and Assortment of Merchandise. Classification of Retailers: Ownership Based, Leased Department, Store Based Retailer, Non- Store based Retailers.

Module 3 (6 lectures)
Retail Consumers:
Introduction: Meaning of Consumer Buying Behavior, Factor Influencing Generic Model, Post Purchase consumer behavior, Factors Affecting Consumer Decision Making. Measurement of Retail image Dimensions.

Module 4 (6 lectures)
Category Management
Introduction: Meaning and definition of Category Management, How to define and position of categories, Category management V/s Supply Chain Management, Importance of Supply Chain Management in Retailing Retail Category Management.

Module 5 (6 lectures)
Store Planning
Introduction: Store Planning Design & Layout. Retail Merchandising Retail Pricing: Factor Affecting on Retail pricing Strategy. Management of Store: Store Management Responsibilities, Recruitment & Selection of Store Employees, Motivating & Managing Store employee, Evaluation of Store Employee, Compensation & Reward for Store Employees. Patronage loyalty and Customer Relationship Management.

Text Books
T1. Retail Management, Michael Levy, Barton A.Weitz, Mc Graw Hill
T2. Retail Management, A strategic Approach: Barry Berman & Joel R.Evans,Pearon
T3: Retail Marketing in the Modern Age: Prashant Chaudhary (Sage Text)

Reference Books:
R1. Retail Management, Gibson G.Vedamani, Jaico Publishing House
R2.Retail Business Management, Karen R. Gillespie, Joseph C.Hecht, CarlF.Lebowitz, Mc Graw Hill
R3: Retail Management, Dr. R. K. Jain, (Vayu Education of India, New Delhi)

- **Course Outcome (CO) Attainment Assessment tools & Evaluation procedure**

- **Direct Assessment**

Assessment Tool	Assessment Tool		Total
End Semester Examination Marks	50 Marks		100
Quiz (s) 1, 2 & 3	30	50 Marks	
Assignment	10		
Seminar	10		

- **Indirect Assessment –**
  1. Student Feedback on Faculty
  2. Student Feedback on Course Outcome

- **Mapping of Course Outcomes onto Program Outcomes**

Course Outcome	Program Outcomes							
	1.	2.	3.	4.	5.	6.	7.	8.
1.	H (3)	H (3)	M (2)	H(3)	M(2)	H(3)	M(2)	H(3)
2.	H (3)	M (2)	M(2)	H(3)	M(2)	H(3)	M(2)	M(2)
3.	H (3)	M (2)	M (2)	M (2)	M (2)	H (3)	M (2)	H (3)
4.	H (3)	M (2)	H (3)	M (2)	M (2)	M (2)	H (3)	M (2)

- **Mapping Between Course Outcome(COs) and Course Delivery (CD) methods**

CD	**Course Delivery methods**	**Course Outcome**	**Course Delivery methods**
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2
CD2	Tutorials/Assignments	CO2	CD1,CD2,CD3
CD3	Seminars	CO3	CD1,CD2,CD3
CD4	Mini projects/Projects	CO4	CD1,CD3,CD4,CD5
CD5	Laboratory experiments/teaching aids/Case Studies	CO4	CD1,CD2,CD4
CD6	Industrial/guest lectures	CO5	CD1,CD3,CD4
CD7	Industrial visits/in-plant training	CO5	CD1,CD4
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 518 SERVICES MARKETING

COURSE INFORMATION SHEET

Course cod : **MT 518**
Course title : **Services Marketing**
Pre-requisite(s) : **MT404**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives
This course enables the students will be able to:

A.	To impart knowledge about the implications of relationships, customer satisfaction, service recovery and other critical elements in services marketing.
B.	To provide students with an appreciation of concepts, functions, and techniques of the craft of marketing services
C.	Identify critical issues in service design including the nature of service products &markets, building the service model, and creating customer value
D.	Identify critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes
E.	Demonstrate ability in evaluating service designs; To provide an in depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services
F.	To develop an understanding of the "state of the art service management thinking.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Explain the uniqueness of services and the various tools for intangible offering.
CO2	Identify gaps between customer expectation and customer service provided and then designs strategies to improve customer service.
CO3	Design services marketing standards, while understanding various customer relationships.

CO4	Identify critical issues in service design including the nature of service products &markets, building the service model, and creating customer value and formulate strategies accordingly.
CO5	Evaluate the effectiveness of service designs
CO6	Identify critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes

Module 1
Introduction
Definition, Differences between Services and Goods, operational characteristics of service sector enterprises in India, Categories of Service Providers, Marketing Implications of Service Characteristics, internal, external and interactive marketing – the integrative framework and its use in service marketing, **[4]**

Module 2
The Gap Model of Service Quality
Service quality: concept, technical and functional quality , The Zone of Tolerance, the integrated GAPS model – reason for Gap, Gap management strategies & and marketing implications, Customers Perception of Quality and Customer Satisfaction, SERVQUAL, SERVPERF **[8]**

Module 3
Understanding Customer Requirements
Listening to Customers through Research, Building Customer Relationship, e CRM in services, Service failures & Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer-Defined Service Standards **[6]**

Module 4
The extended marketing mix-
Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, The service encounter, determinants of employee and consumer behaviour at service encounter, the service interaction process,
Employees and Customers Role in Service Delivery Service Culture, Importance of Service Employees and Customers in Service Delivery.**[6]**

Module 5
Managing Demand and Capacity
Pricing strategies linked to demand and value perceptions,
Channels for service distribution , Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand, , Logistics in Services Marketing, service distribution innovations.
Marketing Communication**:** Need for Coordination in Marketing Communication, IMC in Services Marketing **[6]**

Text books:
1. Services Marketing, Ziethmal & Bitner,McGrawHill

Reference books:
1. Services Marketing, Lovelock, Pearson
2. Services Marketing ,Jauhar i& Dutta , Oxford
3. Services ,Govind Apte, Oxford
4. Services Marketing, Lovelock, Pearson
5. Services Marketing, K Rama Mohana Rao, Pearson

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcome							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	2	2	2
2	1	1	1	1	1	1	1	1
3	1	2	1	1	1	2	1	2
4	1	2	1	1	1	1	1	3
5	1	2	3	1	2	3	2	1

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD8
CD2	Tutorials/Assignments		CO2	CD1, CD4
CD3	Seminars		CO3	CD1,CD4,CD9
CD4	Mini projects/Projects/Case studies		CO4	CD1,CD2,CD5
CD5	Laboratory experiments/teaching aids		CO5	CD1CD4,CD5,CD9
CD6	Industrial/guest lectures		CO6	CD1,CD8
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 519 Sales and Distribution Management

COURSE INFORMATION SHEET

Course code : MT 519
Course title : Sales and Distribution Management
Pre-requisite(s) : MT 404
Credits : 2 L:2 T:0 P:0
Class schedule per week : 2
Class : M.B.A
Level : 5
Name of Teacher:

Course Objectives

This course enables the students to:

A.	Interpret the various concepts of sales and distribution, aspects of sales force and distribution channel, steps of sales planning process..
B.	Understand the concept of recruitment, selection, training , motivation etc for sales force management
C.	Explain the factors affecting channel management decisions
D.	Identify the role of logistics in corporate strategy.

Course Outcomes

After the completion of this course, students will be able to:

CO 1	Describe and explain sales planning process.
CO 2	Forecast sales objective for any organization.
CO 3	Design strategies for sales force management
CO 4	Compare and contrast the optimal channel for an organization.
CO 5	Compare and select the best alternative for logistic design.

Syllabus

Module 1
Sales Management
Nature, Meaning and Scope, Sales as a function of Marketing Management , Theories of Selling, What makes a Good Salesperson , Note on Transactional Analysis Role Play**;** Understanding Selling Styles, Using Transactional Analysis, the personal selling process **[5]**

Module 2
Purposes of Sales Organization, Basic types of sales organisational structures
Sales Force Management
Recruitment and Selection, Training of Sales People, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force, Designing Sales Territories, Routing and Scheduling. **Sales Quota:** Purpose, Importance & Types. **[7]**

Module 3
Emerging trends in sales Management-finding growth in micro markets, social selling, sales analysis metrics-key performance indicators and their use, Leveraging AI in predictive forecasting, lead scoring and prioritization, performance and productivity enhancement **[6]**

Module 3 Module 4

Physical Distribution System Introduction, Need & Benefits,
Information Systems for Physical Distribution
Designing Distribution Logistics System, Logistics Management and Logistics Information System, Role of Logistics in Corporate Strategy, Suitability of Movement in Tracking System, Factors in Designing Strategic Distribution System
Warehouse Management
Warehouse Functions, Processes, Organization and Operations, Warehouse automation **[8]**

Module 4 Module 5

Channel Management Decisions
Selection & Compensation of Channel Members, Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies and Legal Issues, International Channel perspective, Strategic Alliances in marketing channels. **[4]**

Sales Quota

Purpose, Importance & Types.

Text Books

1. Fundamentals of selling, Charles Futrell, McGraw Hill
2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing
3. Sales Management-Still and Cundiff and Giovonni, Prentice Hall
4. Selling and sales management, Jobber, Prentice Hall

Reference Book

1. Professional Sales Management,Andersen R, McGraw Hill Education
2. Strategic Marketing Channel Management, Bowersox and Coope,- McGraw Hill Education
3. Business Logistics Management: Planning, Organizing, and Controlling the Supply Chain, Ronald H. Ballou, PrenticeHall

Gaps in the syllabus (to meet Industry/Profession requirements)

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1 .Student Feedback on Faculty

2. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcome							
	a	b	C	d	e	F	g	h
1	H	H	M	H	L	M	M	L
2	H	M	H	H	M	H	H	M
3	H	L	M	H	H	H	H	M
4	H	M	H	H	H	M	H	H
5	H	L	H	H	H	H	H	H

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD8
CD2	Tutorials/Assignments		CO2	CD1,CD4,CD8
CD3	Seminars		CO3	CD1,CD2,CD4,CD9
CD4	Mini projects/Projects/case studies		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD9
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT520 BRAND MANAGEMENT

COURSE INFORMATION SHEET

Course code : **MT520**
Course title : **Brand Management**
Pre-requisite(s) : **MT404**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level :**3/5**
Name of Teacher :

Course Objectives

This course enables the students will be able to:

A.	To explore branding across goods and services.
B.	To develop an understanding among the students regarding the importance of branding
C.	To make students future ready and deal with critical branding situations
D.	To train students to make and evaluate branding decisions

Course Outcomes

After the completion of this course, students will be able to:

CO1	Define branding and terminology related to branding and differentiate between terms such as brand equity, brand loyalty, e
CO2	Evaluate a brand and differentiate a great brand from other brands.
CO3	Apply the brand positioning framework to develop a brand, develop long term, sustainable brand strategies and position a product
CO4	Apply the brand positioning framework to reposition or revitalize a brand, develop a brand portfolio.
CO5	Develop and integrate marketing campaigns to build and maintain the Equity of a Brand

Syllabus

Module 1
Introduction
Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Challenges & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Brand Equity **Customer Based Brand Equity:** Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model- Identity, Meaning, Response & Relationships. **[6]**

Module 2
Brand Positioning
Definition of Target Market & Market Segmentation, Defining the Competitive Frame of Reference, Establishing the Points of Parity & Points of Difference. **Brand Audit :**Brand Inventory & Brand Exploratory. **[6]**

Module 3
Building Brand Equity
Identifying the Criteria and Choosing Brand Elements to Build Brand Equity **Brand Tracking :** Need for Brand Tracking, Designing Brand Tracking Studies. **[6]**

Module 4
Measuring Brand Equity
Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Measuring Return on Brand Investment (ROBI) **Brand Extension:** Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines **[6]**

Module 5
Branding and Marketing Communication
Developing Integrated Marketing Communication Programs for Brand Building, Advertising & Brand Building **Managing Brands over time:** Reinforcing & Revitalizing Brands. **[6]**

Text books:
1. Strategic Brand Management, Keller, Parmeswaran& Jacob, Pearson
2. Brand Management, Kirti Dutta, Oxford Publishing
3. Brand Management,Y L R Moorthi, Vikas Publishing

Reference books:
1. Brand Asset Management, Scott M Davis, McGraw Hill
2. Managing Brand Equity, David Aaker, New York Free Press

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcome							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	2	1	1	1	2	2	2
2	1	1	1	1	1	1	2	1
3	1	2	1	1	1	2	2	1
4	1	1	1	1	1	1	1	2
5	1	2	1	1	1	2	2	2

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD8
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CD3	Seminars		CO3	CD1,CD2,CD4,CD9
CD4	Mini projects/Projects/case studies		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD9
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT521 ADVERTISING AND INTEGRATED MARKETING COMMUNICATION

COURSE INFORMATION SHEET

Course Code : **MT521**
Course Title : **Advertising and Integrated Marketing Communication**
Pre-requisite(s) : **MT404**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester/Level : **3/5**
Name of Teacher :

Course objectives:

This course enables the students e to :

A.	To develop an appreciation of the Characteristics and significance of Integrated Marketing Communication and role of the elements of the marketing communication mix.
B.	To explain the process of planning the advertising campaign**.**
C.	Outline the role of the various components of the World of Marketing Communication
D.	To develop an understanding of the process of designing the Media and Creative strategy for an advertising campaign
E.	To explain the merits and limitations of the various methods of measuring effectiveness of advertising campaigns.

Course outcomes:

After successfully completing the course the students will be able to:

CO1	Appraise the need for Marketing Communication for a Brand.
CO2	Formulate the Communication Objectives for the Brand and suggest suitable communication mix. so as to ensure achievement of the Marketing Objective
CO3	Interpret the expectations of the client organization and explain them to the campaign team in the advertising agency and vice versa.
CO4	Design the Creative Strategy for a Brand to ensure achievement of the Communication Objective.
CO5	Design effective Media Strategy for achieving the Communication Objective.
CO6	Evaluate the Communication & Sales Impact of Advertising Campaign

Syllabus

Module 1

Introduction to Integrated Marketing Communication (IMC)

Role of Various promotional elements in Marketing Communication, Evolution & significance of IMC, The IMC Planning Process,

Introduction to Advertising: Classification of advertising, The advertising world, Recent trends in Advertising –innovation and the process of creative destruction. **[3]**

Module 2

The Communication Process

Basic Communication Model, Traditional Communication Response Hierarchy Models, Consumer Involvement, The FCB Planning model, Kim Lord Model, Elaboration Likelihood Model. **Planning an advertising campaign:** Setting the advertising objective, Sales vs Communication Objective, DAGMAR, **[6]**

Module 3

Creative Strategy

Role of Creativity in Advertising, Research inputs to the creative process, Relevance of Brand Positioning & USP, Advertising appeals, Finding the Big Idea, Creative Execution themes-Demonstration, Testimonial etc, Creative Execution in Print Advertising, Creative Execution in TV Advertising.

Media Strategy: ATL & BTL media, Using Indexes (Brand Development Index & Category Development Index) to determine where to promote, Establishing the Media Objective, Media selection and scheduling, Establishing Reach & Frequency objectives, , Audience Measurement , Media Buying, (Buying of newspaper space and TV time), characteristics of media audiences, **[9]**

Module 4

The Advertising Agency

Agency structure, the creative and production workflow, Client Agency relationship

Testing Advertising Effectiveness: Advertising evaluation,Various methods of Pre & Post testing. Economic Social and Ethical issues in Advertising, Role of ASCI and other regulatory bodies (brought down from module 1) **[4]**

Module 5

IMC & The new Age Promotional Media

Integrating advertising to other communication mix elements, Integrating the internet in the IMC programme, communicating through websites, buying time and space on the internet, Search Engine Marketing, Banner advertisements, Blogs & Community Forum, Marketing Communication through Social Media**,** Merchandising, Mobile Advertising, Application of AI in advertising

[8]

Text books:

1. Advertising and Promotions; An IMC Perspective, Belch & Belch, McGraw Hill
2. Advertising and Promotions, An IMC Perspective, Shah & D'Souza, McGraw Hill
3. Advertising and Sales Promotion, Kazmi and Batra, Excel Publishing

Reference Books:

1. Integrated Advertising Promotion and Marketing Communications, Clow and Baack, Prentice Hall
2, Advertising Management, Jethwaney & Jain, Oxford Publishing

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcomes	Programme Outcomes							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	1	3	2	1	3	2	3
2	1	2	1	2	1	1	3	2
3	3	2	3	1	3	1	2	1
4	1	3	2	2	2	1	2	3
5	2	1	1	3	1	1	1	2

Gaps in the syllabus (to meet Industry/Profession requirements) : POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design POs met through Topics beyond syllabus/Advanced topics/Design

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1, CD5,CD8
CD2	Tutorials/Assignments	CO2	CD1,CD2,CD4,CD5
CD3	Seminars	CO3	CD1 ,CD2,CD4,CD5
CD4	Mini projects/Projects	CO4	CD1, CD4,CD8
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD4,CD5,CD8,CD2
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 522 Social Marketing

COURSE INFORMATION SHEET

Course code **: MT 522**

Course title **: Social Marketing**

Pre-requisite(s) **: MT404**

Co- requisite(s) **: NIL**

Credits **: 2** L: 2 T: 0 P: 0

Class schedule per week **: 2**

Class: M.B.A

Semester Level **l: 5**

Name of Teacher:

Course Objectives

This course enables the students to :

A.	**Interpret** the nature and significance of social marketing and its development process.
B.	Analyze the key aspects of social marketing environment.
C.	Explain the factors affecting various product , price , place decision.
D.	**Relate** the factors affecting in selection of various distribution channels.
E.	**Determine** the key aspects of sustainability and ethics

Course Outcomes

CO1	Explain the scope, concepts and goals of social marketing.
CO2	Analyze the environment and recommend appropriate segmentation, targeting and positioning strategies.
CO3	Recommend suitable product, price strategies for social marketing.
CO4	Design key components of social marketing to achieve targeted social objectives.
CO5	**Compare and critique** the ways the effectiveness of campaign can be

	measured and explain the difficulties that may be encountered

After the completion of this course, students will be able to :

Syllabus:

Module 1: Introduction (6 lectures)
Concepts, Definition, Scope, Steps in strategic marketing planning process

Module 2: **Analyzing social marketing environment (6 lectures)**
Determining research needs and options, conducting situational analysis

Module 3: **Selecting target audience, objectives and goals (6 lectures)**
Segmenting, evaluating and selecting target audience, Setting behavior objectives and goal, identifying barriers, competition

Module 4: **Developing social marketing strategies (6 lectures)**
Positioning, Develop the social marketing product platform, Determine monetary and non-monetary incentives and disincentives, Develop place strategy, Designing messages, Creative strategies, Selecting communication channels

Module 5: **Managing social marketing programs (6 lectures)**
Developing a plan for monitoring and evaluation, establishing budgets and finding funding, creating an implementation plan, Sustainability, Ethical considerations

Text book:
Social Marketing: Nancy R.Lee, Philip Kotler

Reference book:
Social Marketing: Theoretical and practical perspectives: By Goldberg, Fishbein, Middlestadt

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

	Program Outcomes							
Course Outcome	a	b	C	d	E	f	g	h
1	H	H	L	H	L	M	L	L
2	H	L	H	H	M	M	H	M
3	H	M	H	H	H	H	H	H
4	H	H	H	H	H	M	H	H
5	H	H	H	H	H	H	H	H

Mapping of Course Outcomes onto Program Outcomes

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD 1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD 2	Tutorials/Assignments		CO2	CD1,CD4
CD 3	Seminars		CO3	CD1,CD4,CD9
CD 4	Mini projects/Projects/Case studies		CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD4
CD 6	Industrial/guest lectures			
CD 7	Industrial visits/in-plant training			
CD 8	Self- learning such as use of NPTEL materials and internets			
CD 9	Simulation			

MT 563 Digital Marketing

COURSE INFORMATION SHEET

Course code	**: MT**
Course title	**: DIGITAL MARKETING**
Pre-requisite(s)	**: NIL**
Co- requisite(s)	**: NIL**
Credits	**: 2 L: T: P:**
	:2 0 0
Class schedule per week	**: 2**
Class	**: MBA**
Semester / Level	**: 3/5**
	:

Course Objectives

This course enables the students to:

A	To develop an appreciation of the Characteristics and significance of digital marketing
B	To create an understanding of the knowledge, concepts and skills needed in marketing through digital channels
C	To create an understanding of the knowledge, concepts and skills needed in marketing through digital channels
D	The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing
E	To create an ability for analysis for prioritizing the adoption of different digital opportunities

Course outcomes:

After successfully completing the course the students will be able to:

CO1	Differentiate between non-digital and digital marketing
CO2	Analyse Consumer behavior on digital media
CO3	Develop digital strategy to manage consumer behavior
CO4	Outline the characteristics of social media marketing
CO5	Outline the characteristics of social media marketing

Contents:

Module 1-
Internet penetration and digital commerce, Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.[4]

Module 2-e commerce, e business and e channels, Similarities and differences between online and offline marketing, The internet value chain, Internet Marketing in India, Digital marketing strategy; online consumer segmentation, consumer segments and targeting, Marketing mix in the digital context, Digital conversion funnel.[6]

Module 3: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization; [8]
Module 4: Online consumer decision making process, perceived risk associated with online shopping, User experience and customer satisfaction in online environment. Mobile Marketing, Internet marketing strategy: content marketing, e branding strategies, extending the boundaries of multi-channel retailing, designing digital marketing campaigns. [6]

Module 5: Social Medial analytics: data type and collection, structured and semi-structured data, social media metrics, social medial ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things.[6]

Suggested Readings:
1. Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.
3. Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.
4. Maity, M (2017). Internet Marketing. New Delhi: Oxford University Press
The impact of e marketing on e buyer behaviour, B Z Amin, Biztantra

Course Delivery methods
Lecture by use of boards/LCD projectors/OHP projector
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids
Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internet

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

PROGRAMME ELECTIVES (Sectoral)

Banking and Insurance

MT553 Bank Management

COURSE INFORMATION SHEET

Course code : MT553

Course title: Bank Management

Pre-requisite(s): MT402,MT415

Co- requisite(s) :NIL

Credits :2 L:2 T: 0
P: 0

Class schedule per week: 2

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To understand functions of commercial banks in modern banking environment including diverse areas of international banking
B.	To develop knowledge about country's central banking system with special reference to Reserve Bank of India
C.	To develop sound knowledge in the area of fund and non-fund-based business of commercial banks with special focus on legal aspects and creation of charges on securities of the banks
D.	To understand merchant banking activities of commercial banks
E.	To develop sound knowledge in managing Non-Performing Asset (NPA) of commercial banks

Course Outcomes

After the completion of this course, students will be:

CO1	Comprehend the structure and functioning of the Indian banking system
CO2	Understand the need for central banking system and relate it to the functioning of Reserve Bank of India
CO3	Apply the knowledge of fund based and non-fund-based activities of commercial Banks to meet the requirements of business enterprises

CO4	Identify Non- Performing Assets (NPA) and recommend remedial measures to improve the profitability of banks.
CO 5	Understand the recommendations of BASEL committee and the role of international development banks

Syllabus

Module 1 (6 Lectures)

Introduction

Meaning Definition and Evolution of Banking, Features of Banking, Banking Systems, and Classification of Banks. Banker Customer relationship, Paying Banker vs. Collecting Banker,

Module 2 (6 Lectures)

Central Banking System

Need of Central Banking, Central Banking vs. Commercial Banking, Establishment of Reserve Bank of India, Functions of RBI.

Module 3 (6 Lectures)

Credit creation Fund Base Business - Concept of Loans and Advances, Types of Loans - Cash Credit, Overdraft, Term Loan. Management of Loans and Advances, Primary and Collateral securities, Modes of creating charges on securities- Hypothecation, Pledge, Mortgage, Lien and Assignment. Non-Fund Base Business - Bank Guarantee, Letter of Credit. Merchant Banking, Investment Banking, Venture Capital Funding, Factoring services, Bancassurance.

Module 4 (6 Lectures)

Profitability of Indian Commercial Banks, NPA – Definition & Concept, Remedial and Corrective measures in managing NPAs. Prudential Norms

Module 5 (6 Lectures)

International Banking

International Regulations- Basel Committee & Basel Norms ; Role of EXIM Bank, Role of IMF, Role of Asian Development Bank.

Text books:

T1: Banking Law and Practice, P.N.Varshney, Sultan Chand
T2: Foreign Exchange and Risk Management, C. Jeevanandam, Sultan Chand
T3: Indian Banking, R. Parameswaran and S.Natarajan, Vikas Publication

Reference books:

R1: Management of Indian Financial Institutions, R.M.Srivastava, HimalayaPublication
R2: International Financial Management, Vyptakeshsharan, Prentice Hall of India Pvt. Ltd., New Delhi.
R3: Elements of Banking and Insurance, JyotsnaSethi and NishwanBhalla, PHI

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30

Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements) :
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
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CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1, CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT554 Insurance Management

COURSE INFORMATION SHEET

Course co : MT554

Course title : Insurance Management

Pre-requisite(s) : MT402, MT415

Co- requisite(s) : NIL

Credit : 2

L:2 T:0 P:0

Class schedule per week: 2

Class : MBA
Level : 5
Name of Teacher:

Course Objectives
This course enables the students:

A.	To gain knowledge of concept and role of insurance in economic development of the country
B.	To understand legal framework of Insurance business discussing role of IRDA.
C.	To describe different types of insurance covers and risks involved therewith
D.	To clearly understand the role of an Insurance Manager and knowledge of claim settlement Process
E.	To understand well risk management process involved in insurance business

Course Outcomes

After the completion of this course, students will be able to:

CO 1	Understand the nature and mechanism of insurance business as a risk transfer tool.
CO 2	Apply the knowledge of the legal principles of an insurance contract to resolve conflicts between the concerned parties of a contract.

CO 3	Comprehend the features of different types of insurance products and suggest suitable one to concerned clients.
CO 4	Design efficient claims settlement processes to ensure clients 'satisfaction.
CO 5	Apply the directives of IRDA to comply with the regulations applicable in insurance business.

Syllabus

Module 1 (6Lectures)
Concept and Definition of Insurance, Purpose and Importance of Insurance, Mechanism of Insurance, Double Insurance and Reinsurance, Insurance Underwriting, Insurance as a Risk Transfer tool

Module 2 (6 Lectures)
Principles of insurance, Contract of Insurance- Principle of Indemnity, Principle of Utmost Good Faith, Principle of Insurable interest. Requisites of Insurable risks, Principle of Subrogation, Principle of Contribution

Module 3 (6 Lectures)
Types of Insurance - Life Insurance, Fire Insurance, Marine Insurance, Cargo Insurance and Hull Insurance, Motor Insurance, Health Insurance, Liability Insurance.

Module 4 (6 Lectures)
Insurance Claims - Introduction, Types, Factors affecting the insurance claim management system Settlement procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage.

Module 5 (6 Lectures)

Legal Environment – Insurance Act 1938 (as amended) & Insurance Regulatory & Development Act. - An Overview – Insurance Sector Reforms - The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers, IRDA- Functions and Role,

T1: Principles of Insurance- Insurance Institute of India, Mumbai T2: Practice of Insurance- Insurance Institute of India, Mumbai.

Reference books:
R1: Elements of Banking and Insurance, Jyotsna Sethi and NishwanBhalla, PHI

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1, CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 555 Risk Management

COURSE INFORMATION SHEET

Course code : MT555

Course title : Risk Management

Pre-requisite(s) : MT402, MT415

Co- requisite(s) : NIL

Credit	**2**	**L:**	**T:**	**P:**
	2		**0**	**0**

Class schedule per week : 2

Class : MBA
Level : 5
Name of Teacher:

Course Objectives

This course enables the students:

A.	Understand different types of market risks (FX risk, Interest rate risk, equity risk as well as Credit risk).
B.	To gain introductory knowledge of Foreign Exchange market theory and Exposure (e.g., exchange rate determinants, foreign exchange exposure, foreign exchange markets, interest rate parity).
C.	To describe a sound introduction to the discipline of Risk Measurement concept and calculation using different models.
D.	Understanding international financial markets, international parity conditions, currency futures and futures markets.
E.	Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation)

Course Outcomes

After the completion of this course, students will be able to:

CO 1	Understand the concept and types of risk in the global environment.
CO2	Compute risk and return associated with the different types of portfolios.
CO3	Comprehend the mechanism of foreign exchange market and the risk involved in foreign currency
CO 4	Analyze currency Risk by applying the different theories of risk management.
CO5	Undertake a realistic assessment of risks in an integrated framework.

Syllabus

Module1. (6 Lectures)
Risk: Concept, Definition (Market, credit, liquidity, operational), Identification of different type of risk (currency, Interest rate, commodity)

Module2. (6 Lectures)
Risk Measurement Measuring risk using Value at Risk, Concept and Computation of Value at Risk. Using Variance-covariance approach, Calculating portfolio risk of more than one asset

Module3. (6 Lectures)
Foreign exchange markets, operations Exchange rate mechanism, dealing, position, Foreign Exchange exposure: Concept Types; Transaction exposure, Translation exposure, economic exposure, hedging of exchange risk-concepts and methods

Module4. (6 Lectures)
Currency Market-Overview, currency risk analysis Interest Rate parity (Covered and uncovered) yen-carry trade syndrome, risk environment in India forex markets forwards and non-deliverables forwards.

Module5 (6 Lectures)
Integrated Risk Management framework, Operational, Supervisory, Legal, Accounting, Risk Reporting and Risk Budgeting and Setting Risk limits,

Textbooks-

T1: International Financial management – VyuptakeshSharan
T2: Foreign Exchange and Risk Management – C. Jeevanandan

Reference Books-

R1: Financial Management – M Y Khan

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements) :
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1, CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT556 INTERNATIONAL BANKING

COURSE INFORMATION SHEET

Course code : **MT556**
Course title : **International Banking**
Pre-requisite(s) : **NIL**
Co- requisite(s) : **NIL**
Credits : **2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **MBA**
Semester / Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students o:

A.	Understand the concept of internationalization and analyze various Financial intermediation function; to reduce lending risks.
B.	Assess and analyze the past and present international financial institutions and relate this information to trade, finance, and investments.
C.	Describe how the banks works in international market , identify the different type of accounts and their impact on balance of payment.
D.	Analyze spot and futures foreign exchange markets and how international organizations operate and integrate the spot and futures in international trade and financial transactions.
.E	An understanding of tools and tactics used to control the financial Exchange market along with foreign trade documentations

Course Outcomes

After the completion of this course, students will be:

CO1	Understand why firms and nations seek out and benefit from international business activities
CO2	Analyze and identify factors that cause exchange rates to change.
CO3	Implement strategies to manage a multinational corporation’s ongoing global operations.
CO4	Understand the basic mechanics of currency forwards, futures and options.
CO5	Identify and implement a variety of different strategies to manage foreign exchange market and trade documents.

Syllabus

Module 1.
Internationalisation - Process of Internationalization; Financial intermediation function; direction and purpose of international bank lending; lending risk; credit creation functions of international banks; control of international banks-Basel II norms. **[6]**

Module2.
International economic order - World Trade and its trends; world monetary trends; role of GATT; role of WTO **[6]**

Module3.
Role of banks on international trade - Functions of foreign exchange department of bank; correspondent relationship between banks; foreign currency accounts; balance of payments, off-shore banking **[6]**

Module4.
International financial market - International Flow of Funds; the changing structure; selection of sources and forms of funds; international equities; international bonds; euro currency market. International transactions of banks - Purchase and Sale Transactions of foreign exchange; spot and forward transactions; ready exchange rate; cross rates; inter bank deals; euro credit; euro bond; euro issues **[6]**

Module5
Exchange control - Objects of exchange control; methods of exchange control; import control; foreign exchange regulation act; administration of foreign exchange, foreign trade and documents - incoterm: Modes of payment of international trade; EXIM Bank of India; Letter of Credit (L/C) – Types and Operation; Transport documents. **[6]**

Text Books-

1. Foreign exchange and risk management By C. Jeevanandam
2. Money, banking and international trade by M. C. Vais

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	2	1	2	1	2	1
2	1	2	2	1	2	1	2	2
3	3	3	3	2	3	1	2	2
4	3	3	3	2	3	2	2	2
5	2	2	2	3	2	2	3	3

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1
CD3	Seminars		CO3,	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids			CD1, CD8
CD6	Industrial/guest lectures		CO5	CD1
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

Operations & Manufacturing

MT 557 TECHNOLOGY MANAGEMENT

COURSE INFORMATION SHEET

Course code : MT 557
Course title : Technology Management
Pre-requisite(s) : MT401, MT407
Co- requisite(s) : NIL
Credits : 2 L: T: P:
2 0 0
Class schedule per week 2
Class : MBA
Semester/Level : 3/5
Name of Teacher :

Course Objectives

This course enables the students will be able to:

A.	To understand students the theories of technology management and practices managerial decision making.
B.	To gain a sound knowledge of the environment of technology.
C.	To develop awareness about the dynamics of technological change, innovation and diffusion for effective management of technology.
D.	To understand and comprehend the competitive consequences of changes in Technology for adopting suitable technology strategies.
E.	To identify business opportunities and understand technological intelligence to solve complex issues related to management of technology.

Course Outcomes

After the completion of this course, students will be able:

CO1	To demonstrate understanding of various aspect of technology management.
CO2	To demonstrate ability to take required proactive and adaptive measures according to the dynamics of technological environment.
CO3	To apply technological intelligence for logical reasoning in solving various issues related to technology management.
CO4	To demonstrate capability of strategic decision making under competitive conditions.
CO5	To develop effectively as member or leader of diverse team to keep up with the changing technical environment.

Syllabus

Module 1
Introduction: Definition and Characteristics of Technology, Role and Importance of Management of Technology, Key concepts of Technology Management, Technological Environment: Levels of Environment, Changes in the Technological Environment, Major Developments in Technological Environment. **[6]**

Module 2
Process of Technological Change: Overview and Dynamics of Technological Change, Innovation, Components of Innovation, Innovation Dynamics at the Firm Level, Technology Evolution, Characteristics of Innovative Firms, Diffusion, Dynamics of Diffusion, A Model of Innovation Adoption, Factors That Drive the Process of Diffusion **[7]**

Module 3
Technology and Competition: Competitive Consequences of Technological Change, Technological Characteristics of Competitive Domains, Dynamics of Change in Competitive Domains. **[5]**

Module 4
Process Innovation, Value Chains and Organizations: Drivers of Change in Value Chain, Modes of Value Chain Configuration, Value Chain Configuration and Organizational Characteristics. **[5]**

Module 5
Technology Intelligence: Meaning and Importance of Technology Intelligence. Technology Strategy: Meaning and Key Principles Underlying Technology Strategy, Technology Strategy Types, Deployment of Technology in New Products: Types of New Products, Principles and Process of Product Development; Intellectual Property Protection. **[7]**

Text books:

1. Managing Technology and Innovation for Competitive Advantage, V. K. Narayanan, Pearson Education.

Reference books:

1. Managing Technology – The Strategic View, Lowell W. Steele, McGraw Hill.

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment

1. Student Feedback on Programe Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	2	1	1	2	2	3	1	1
2	1	1	2	2	3	2	2	1
3	1	3	2	2	2	2	3	2
4	1	2	2	2	2	1	2	1
5	1	2	2	2	1	1	1	1

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1
CD2	Tutorials/Assignments		CO2	CD1
CD3	Seminars		CO3	CD1CD2& CD8
CD4	Mini projects/Projects		CO4	CD1,CD3& CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2 ,CD4& CD9
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT558 SUPPLY CHAIN MANAGEMENT

COURSE INFORMATION SHEET

Course code : MT558
Course title : Supply Chain Management
Pre-requisite(s) : MT401, MT407
Co- requisite(s) : NIL
Credits : 2 L: T: P:
2 0 0
Class schedule per week 2
Class : MBA
Semester/Level3 : 3/5
Name of Teacher :

Course Objectives

This course enables the students to:

A.	To develop an understanding of introduction to Supply Chain Management
B.	To explain the dynamics of SCM
C.	To interpret the use of Information and Communication Technology used in Supply Chain
D.	Gain acquaintance of supply Chain Management Practices
E.	To understand the procurement and Outsourcing Strategies

Course Outcomes

After the completion of this course, students will be able to:

CO1	Manage and integrate processes related to improvements of supply chain management.
CO2	Make supply chain decisions by integrating all business functions.
CO3	Read and analyze Inventory Control and manage these in a real time setup.
CO4	Do business forecasting which a pre requisite for efficient supply chain coordination is.
CO5	Coordinate business chain throughout the business line using their knowledge of advanced topics like supply chain Strategy, Logistics modeling, RFID and Outsourcing etc.

Syllabus

Module1

Introduction to Supply Chain Management

Concepts, Objectives, Information and Material flow in the Supply Chain, Supply Chain Planning, Supply Chain Decision Making, Benefits of Supply Chain Management in Industry **[6]**

Module2

Dynamics of SCM

Supply Chain Process Cycles, Supply Chain Integration, Bullwhip effect in Supply Chain, Information Systems and Processing in Supply Chain, Collaborative Planning Forecasting and Replenishment (CPFR), Inventory Planning and control. **Information and Communication Technology used in Supply Chain** Need and Role of an Information System in SCM, Enterprise Resource Planning (ERP), Concept of SAP in Supply chain, Current Trends of use of IT in SCM, Use of IT enabled technologies / services in Logistical system. **[8]**

Module3

Supply Chain Management Practices

Bar-coding, Tierization of suppliers, Vendor Managed Inventory, Hub and Spoke concept, Dynamic pricing, Third Party Logistics (3 PL's) providers, Fourth Party Logistics (4 PL's) providers, Reverse Logistics, Green Logistics, Cross docking. **[7]**

Module4

Procurement and Outsourcing Strategies

Make / In sourcing or Buy / Outsourcing Decisions, Green Purchasing, Strategic Outsourcing, Strategic partnership with the suppliers, Suppler Selection process, Supplier Rating and Control, Strategic Sourcing Decisions, Continuous Improvement of Suppliers, Quality Assurance Programme of suppliers, Application of IT for Sourcing and Supply Chain.

Customer Relationship Management in Supply Chain

CRM, Strategic Partnership with the Customer, Linkage between CRM and SRM, Functional components of a CRM system, IT infrastructure for CRM, CRM Business cycle. **[6]**

Module5

Performance Benchmarking in SCM Implementation

Supply Chain Integration, Supply Chain Operations Reference (SCOR) Model, Supply Chain Performance Benchmarking. **[6]**

Text books:

1. Supply Chain Management – Strategy, Planning and Operation, Chopra, Sunil and Peter Meindl, Prentice Hall of India.
2. Supply Chain Management – Concepts, Practices and Implementation, Sunil Sharma, Oxford University Press.
3. Essentials of Supply Chain Management, Mohanty R. P and S. G. Desmukh, Phoenix publishing.
4. Business Logistics / Supply Chain Management, Ballou, Donald H. and S. Srivastava, Pearson Education

Reference Books:

1. Designing and Managing the supply Chain concepts, Strategies and Cases, Simchi - Levi, D.P Kaminsky, Edith Simchi -Levi Tata McGraw – Hill.
2. Modern Production / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley
3. Operations Management for Competitive Advantage , Chase, Jacobs, Aquilano &Agarwal, Tata McGraw Hill.
4. Operations Management, Mahadevan B., Pearson Education.
5. Advanced Operations Management, Mohanty R. P and S. G. Desmukh, Excel Books.
6. Supply Chain Management - Text and Cases, Janat Shah, Pearson .

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Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Faculty
2. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	3	3	1	2	1
2	2	1	3	2	3	3	2	1
3	3	1	3	2	3	3	3	1
4	1	1	1	3	3	3	2	1
5	2	1	3	3	3	3	3	1

Mapping Between COs and Course Delivery (CD) Methods				
CD	**Course Delivery Methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD4
CD2	Tutorials/Assignments		CO2	CD1,CD2,CD5
CD3	Seminars		CO3	CD1,CD8
CD4	Mini projects/Projects/ Case study		CO4	CD1,CD2
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD4
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL Materials and internets			
CD9	Simulation			

MT 559 MANUFACTURING, PLANNING AND CONTROL

COURSE INFORMATION SHEET

Course code : **MT 559**
Course title : **Manufacturing, Planning and Control**
Pre-requisite(s) : **MT 401, MT407**
Co- requisite(s) : **NIL**
Credits :**2 L: T: P:**
2 0 0
Class schedule per week **2**
Class : **B.A**
Semester/Level : **3/5**
Name of Teacher :

Course Objectives

This course enables the students will be able:

A.	To develop an understanding of the concepts of manufacturing and services systems
B.	To gain knowledge of the principles and techniques in the design planning and control of these systems to optimize use of these resources in achieving their objective.
C.	Identify different strategies employed in manufacturing and service industries to plan production and control inventory.
D.	Explain the measures for increasing the effectiveness to identify likely areas of improvement and to develop and implement improved planning and control methods for production systems.

Course Outcomes

After the completion of this course, students will be able to:

CO1	Apply the systems concepts for the design of production and service systems.
CO2	Identify and illustrate different strategies employed in manufacturing and service industries
CO3	Apply principles and techniques in the design planning and control of these systems to optimize use of these resources in achieving their objective.
CO4	Apply selected techniques for inventory control and management under dependent and independent demand circumstances.

Syllabus

Module1
Manufacturing systems design
The organization of manufacturing operations – job, batch and flow production methods. Group technology, Group technology and Just-in-Time, Flexible manufacturing systems (FMS) **[6]**

Module 2
Manufacturing planning
Manufacturing to stock versus manufacture to order. Manufacturing against customers' orders, manufacturing planning and control systems **[7]**

Module 3
Manufacturing resources planning (MRP II), Just-in-Time (JIT), objectives, implementation. Optimised production technology (OPT), a comparison: MRP II, Kanban, OPT **[5]**

Module 4
Computer Integrated Manufacture (CIM)
A comparison of manufacturing and service processes. Manufacturing tasks and choices, issues affecting manufacturing strategy **[7]**

Module 5
Routing and scheduling
Definition, techniques, methods **[7]**

Text Books:

1: Modern Production Management – by Buffer Elwood S.
2: Production Management- y Brrom H.N.

Reference Books:

1: Analysis for Production and Operations research- by Bawman, Edward and Falter
2: Industrial Engineering and Management by O.P. Khanna

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure
Direct Assessment

Assessment Tool	% Contribution during CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcome							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	1	1	2	1	3	2	2	3
2	1	2	1	1	2	1	1	2
3	1	3	2	1	1	1	1	2
4	1	2	1	1	1	2	1	1

Gaps in the syllabus (to meet Industry/Profession requirements)
POs met through Gaps in the Syllabus
Topics beyond syllabus/Advanced topics/Design
POs met through Topics beyond syllabus/Advanced topics/Design

Mapping Between COs and Course Delivery (CD) methods				
CD	**Course Delivery methods**		**Course Outcome**	**Course Delivery Method**
CD1	Lecture by use of boards/LCD projectors/OHP projectors		CO1	CD1,CD8
CD2	Tutorials/Assignments		CO2	CD1,CD4,CD8
CD3	Seminars		CO3	CD1,CD2,CD4,CD9
CD4	Mini projects/Projects/case studies		CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1,CD2,CD9
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			