

MBA Syllabus

Batch 2024 onwards



**Department of Management
Birla Institute of Technology, Mesra**



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

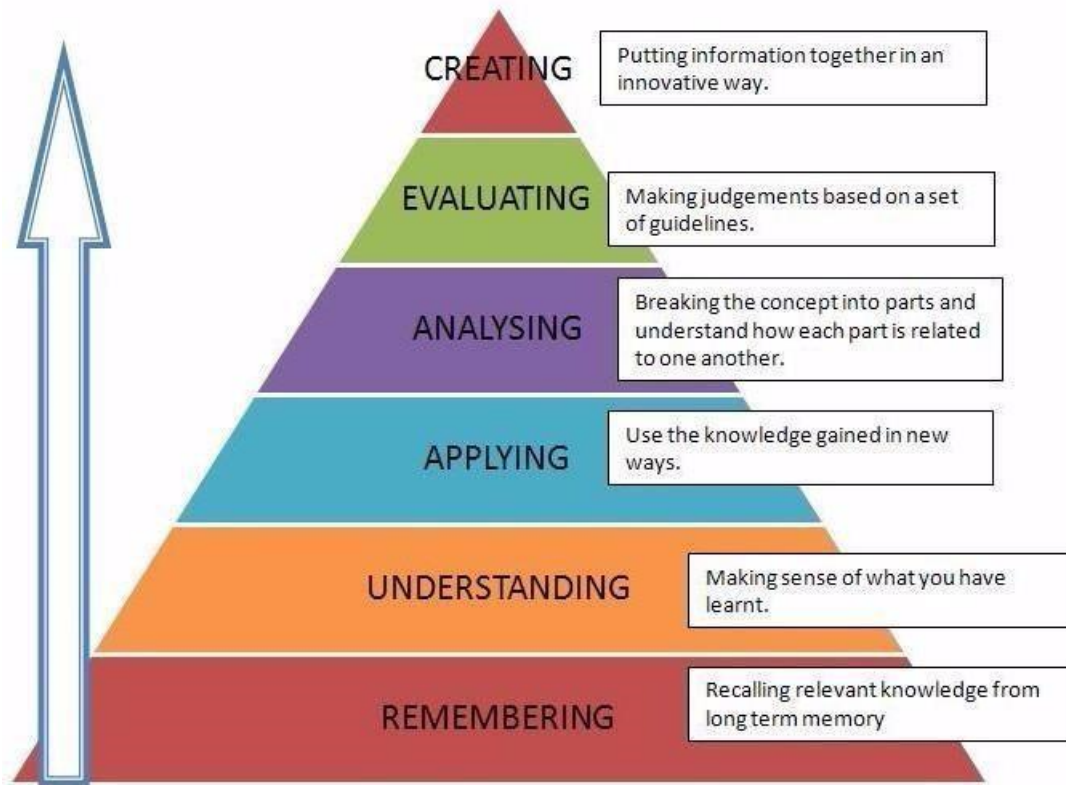
MBA Programme Educational Objectives (PEO)

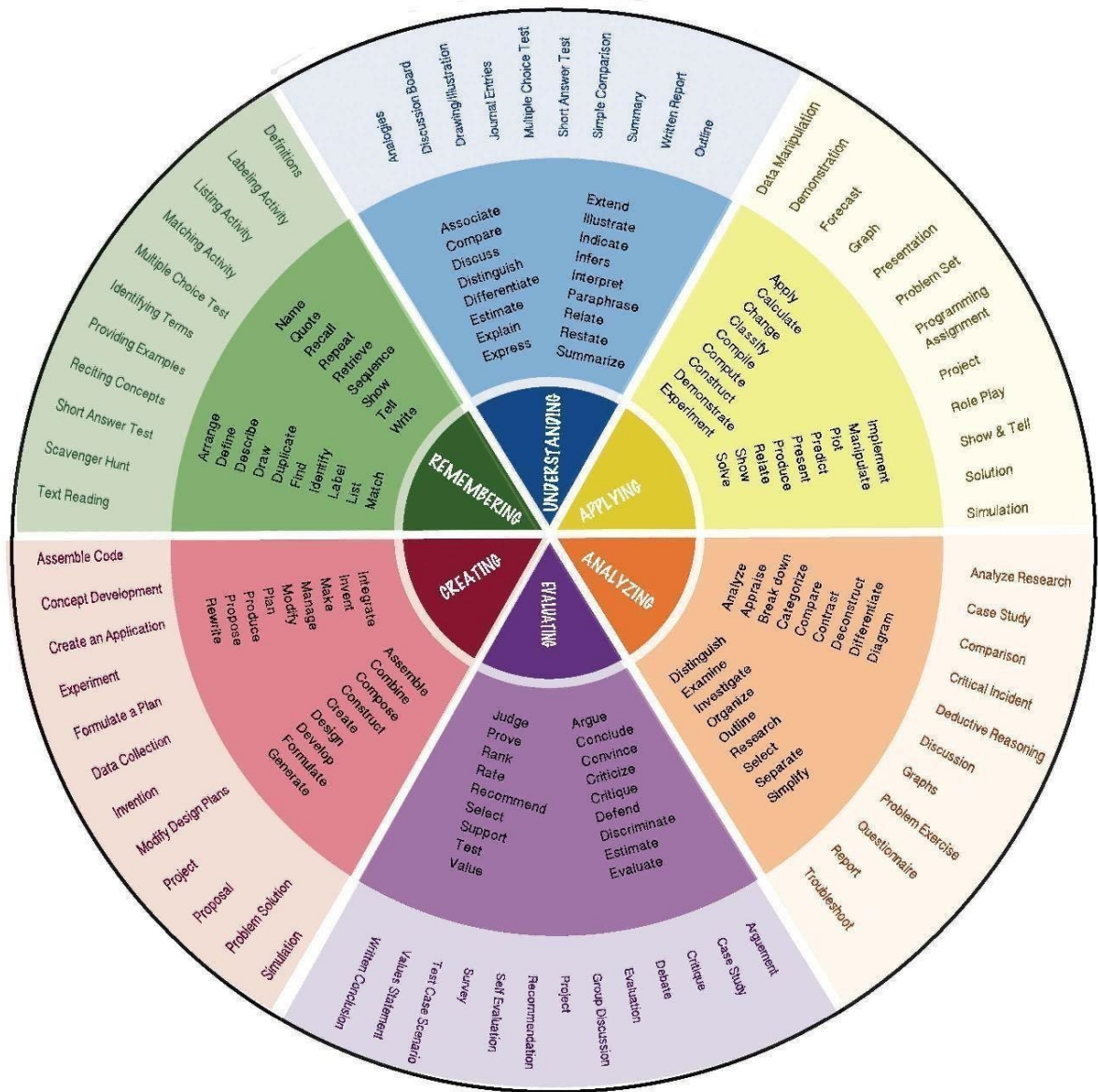
1. To impart knowledge of the fundamentals of Management theory and its application in problem solving.
2. To prepare the students to Select and apply appropriate tools for decision making required for solving complex managerial problems.
3. To develop capabilities in students to independently conduct 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





**Semester I
(Monsoon)**

HS24 131- Communication Skills-I

Course code: HS24 131

Course title: Communication Skills I

Pre-requisite(s): NIL

Co- requisite(s): NIL

Credits: 1.5

L: 0 T: 0 P: 3

Class schedule per week: 1

Class:

Level: 1 (First Year)

Name of Teacher:

Course Objectives

This course enables the students:

A.	To demonstrate ability to listen to and comprehend complex speech in English, listen to explanations, descriptions, messages, news stories, opinions, solutions, etc.
B.	To demonstrate ability to speak effectively in English with peers, teachers and others, handle the various speaking situations in their academic and social sphere with confidence
C.	To demonstrate ability to read and analyse functional texts with confidence; apply critical thinking, analysis and problem-solving skills to the reading material
D.	To demonstrate ability to write messages, personal accounts, critical reviews, short biographies, describe processes, write persuasive essays, etc.
E.	To demonstrate a strong hold on functional grammar which helps them avoid common errors in communication

Course Outcomes

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

1.	Communicate confidently in English with their peers and teachers in the immediate environment and with colleagues, clients, etc. in their future workplaces
2.	Apply their learning of English to domain subjects and make presentations, posters, write research papers, lab reports, etc with confidence
3.	Handle communicative situations in their academic like such as conversations, discussions, interviews, presentations, seminars, webinars, etc. with confidence
4.	Prepare for their future workplaces and their requirements such as handling team huddles, meetings, phone calls, client visits, field visits, inspections, etc.
5.	Apply critical thinking abilities to analyse problems, brainstorm solutions, handle situations that require persuasive skills, etc.

Module I: Effective Listening

The importance of listening; Listening for descriptions of people; listening for opinions; listening for complaints; Listening to people making, accepting, and declining requests; Listening to news stories; listening to messages and a podcast; Process of Listening, Types of Listening, Barriers to Effective Listening, Listening at different managerial levels.

Listening for information about living abroad; listening to opinions; Listening to complaints; Listening to environmental problems; listening for solutions; Listening to descriptions of important events; listening to regrets and explanations; Listening to explanations; listening for the best solution; Listening to past obstacles and how they were overcome; listening for people's goals for the future

Module II: Speaking with Confidence

Describing personalities; expressing likes and dislikes; agreeing and disagreeing; complaining; Talking about possible careers; describing jobs; deciding between two jobs; Making direct and indirect requests; accepting and declining requests; Narrating a story; describing events and experiences in the past; Talking about traveling abroad; expressing emotions; describing cultural expectations; giving advice; Describing problems; making complaints; explaining something that needs to be done; Identifying and describing problems; coming up with solutions; Asking about preferences; discussing different skills to be learned; talking about learning methods; talking about life skills; asking for and giving advice or suggestions; talking about things to be accomplished in the future; Describing milestones; describing turning points; describing regrets and hypothetical situations; Describing qualities for success; giving reasons for success; interviewing for a job; talking about ads and slogans; Drawing conclusions; offering explanations; Giving opinions for and against controversial topics; offering a different opinion; agreeing and disagreeing

Module III: Art of Reading

Reading about unusual social networking sites; Reading about different types of workplaces; Reading about talking to friends about difficult topics; Types of Reading, Methods of Reading, Reading Comprehension.

Reading about the reliability of online content; Reading about a problem with a ride-sharing service; Reading about a creative solution to a problem; Reading about different studying styles; Reading about young scientist; Reading about futurists and their predictions for the year 2050; Reading about a conflict and advice on how to fix it; Reading about advertisements; Reading about unexplained events; Reading about a job role; Reading about plagiarism in the digital age

Module IV: Writing Skills

Writing a description of a good friend; Writing about two career choices; Writing a message with requests; Writing a personal account; Writing a pamphlet for tourists; Writing a critical online review; Writing a post on a community website; Writing about a skill; Writing a message of advice; Writing a biography; Writing a message of apology; Writing a TV or web commercial; Writing about a process; Writing a persuasive essay; Writing a personal statement for an application

Module V: Advanced Writing Skills

Art of condensation: Précis writing, Summary, Abstract, Synopsis, Paraphrasing; Paragraph writing; Essay writing: Writing a persuasive essay; Writing a biography; Writing about a process; Writing a personal statement for an application; Writing a critical online review; Writing about a complicated situation; Report writing; Writing technical proposals

Text Books:

T1. Communication Skills IInd edition, Sanjay Kumar & PushpLata, Oxford University Press

T2. Business Correspondence and Report Writing, R.C.Sharma, Krishna Mohan. McGraw Hill

T3. Communication for Business, Shirley Taylor, V.Chandra, Pearson

T4. Basic Business Communication- .Lesikar I Flatley, McGraw Hill.

T5. Business Communication Today ,Bovee, Thill and Chatterjee, Pearson

Coursebook: *Interchange 5 edition Level 3*, Jack C. Richards, Jonathan Hull, Susan Proctor, Cambridge University Press

Components: Student's Book with online self-study (print/online bundle)

CEFR level: B1

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 Term Examination Marks	100

Assessment Components	CO1	CO2	CO3	CO4	CO5
End Sem Examination Marks	√	√	√	√	√

MT401-R1- Organization and Management

COURSE INFORMATION SHEET

Course Code: MT 401-R1
Course Title: Organization and Management
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: 1/4
Name of Teacher:

Course Objectives

The course enables the student to:

1. To understand the Theories of Management Principles and Practices, Different skills required by a manager at different managerial levels and roles of a manager.
2. To study planning and to critically examine the various types of plans.
3. To understand the various types of organizational structures and their importance in management.
4. To understand the core of leadership and communication and controlling different types of functions.

Course Outcomes

After the completion of this course the student will be able to:

CO 1:	Classify various managerial skills and roles being performed by a manager and also can design and recommend appropriate organizational structure.
CO 2:	Implement planning activity at all levels in an organization. Design suitable organisational structure to implement the plans.
CO 3:	Forecast manpower requirements, design recruitment and selection procedure and recommend for employees to maximize long term productivity.
CO 4:	Recommend appropriate leadership style and communication strategy for a work group
CO 5:	Analyse the requirements for effective control of organisational activity.

MAPPING OF COURSE OUTCOMES ONTO PROGRAMME OUTCOMES

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

Syllabus

Module 1

(3 lectures)

Introduction to Fundamentals of Management: Evolution of Management thought from early 20th century till date, Management Functions and Executive Functions, Management Skills.

Module 2

(2 lectures)

Planning- Definition & Objective of planning, Types of plans, Modern steps involved in planning process

Module3

(4 lectures)

Organizing and Staffing: Forms of Organizational Structure, Formal and Informal organizational structure, Span of Control, Delegation and Decentralization of authority. Meaning of staffing, Staffing functions

Module 4

(3lectures)

Leadership and Communication: Types of leaders, Leadership styles, Qualities of an effective leader. Importance of Organisational Communication, barriers to organizational communication.

Module5

(2lectures)

Controlling: Definition & characteristics of control, the control process, types of control, Feedback and Feedforward Control

Textbooks

Suggested Readings

1. Management- Stoner and Freeman, Prentice Hall of India.
2. Essentials of Management, Koontz and Heinz Wehrich, Mc. Graw Hill.
3. Management- Robbins & Coulter (Prentice Hall of India, 9th Edition)

Reference Books:

1. Principles of Management- Gilbert, Mc GrawHill.
2. Principles and Practices, T. N. Chhabra, Dhanpat Rai and Sons Pvt. Ltd.
3. Management: A Global and Entrepreneurial Perspective, Wehrich Heinz & Koontz Harold, Mc. Graw Hill
4. Principles of Management- P.C.Tripathi and P.N.Reddy, McGraw 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
Tutorials/Assignments

Course Outcome (CO) Attainment Assessment Tools & Evaluation procedure

Direct Assessment:

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

MT402- R1- Financial Accounting & Management

COURSE INFORMATION SHEET

Course code:MT402-R1

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 markets 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 like project appraisal as a business manager.
C.	To impart knowledge about Capital structure theories for decision making in Leveraging of any business corporations.
D.	To impart knowledge of working capital management and to give an insight about the trade-off between liquidity and profitability.
E.	To impart knowledge about different types of dividends 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. To differentiate between Capital Market and Money Market.
CO 2.	Apply the concept of time value of money for any investment decision. To appraise the various business projects by applying the concept of Capital Budgeting.
CO 3.	To analyze the capital structure of a firm and 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.
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Syllabus

Module 1 (12 Lectures)

Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management- Profit Maximization Vs Wealth Maximization, Introduction to Financial Market, 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 –NPV, IRR, Profitability Index, Pay Back, ARR .

Module 3 (9Lectures)

Capital structure- Relevance of Capital Structure, Capital Structure Decision - EBIT – EPS Analysis. Cost of Capital- Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Weighted Average Cost of Capital, 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, Issues in working capital management.

Module 5 (9 Lectures)

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

Text books:

1. Financial Management, M.Y. Khan, P.K.Jain, Tata Mcgraw Hill Publication
2. Financial Management, Prasanna Chandra, Tata Mcgraw Hill Publication

3. Financial Management, I.M.Pande, Vikash Publication

Reference books:

1. Financial Accounting – A Managerial Perspective, Narayanaswamy, PHI,
2. Accounting for Managers, Anthony R.N. and Reice J.S.
3. Advance Accountancy, S.N. Maheshwari, Vikas Publication
4. Modern Accountancy, Amitabh Mukherjee & Md Hanif, TMH Publication.
5. Financial Management – An Introduction, Jim McMenamin, Taylor and Francis
6. Accounting, Robert N Anthony, David F Hawkins and Kenneth A Merchant

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

Mapping of Course Outcomes onto Programme Outcomes

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

MT403-R1- ORGANIZATIONAL BEHAVIOUR

COURSE INFORMATION SHEET

Course Code	:MT 403-R1
Course Title	:ORGANISATIONAL 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 human interactions in an organization.
B.	To explain the impact of different parameters on individuals and the relation between individuals and their environment.
C.	To analyze and find what forces are driving and influencing people in an organization for getting better results in attaining business goals.
D.	To familiarize concepts of the Organizational Behaviour as a discipline and how organizations in which people work affect their thoughts, feelings, and actions.

Course Outcomes

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

CO1	Analyze the Organizational Behaviour concepts, and Correlate with individual and group behavior in an organization.
CO2	Evaluate personality types, and analyse the impact of perception and learning process on human behaviour.
CO3	Recommend appropriate Motivational techniques and leadership strategies for a work group.
CO4	Analyze structural, group and individual behaviour for effective functioning of organization.

Mapping of Course Outcomes onto Programme Outcomes

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

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

Syllabus:

Module 1

Introduction to Organization Behaviour:

Concept, Significance, Challenges and Opportunities of Organizational Behaviour

Determinants of Individual Behaviour:

Attitudes – Components and Major Job Attitudes, Personality Concept, Determinants and Theories, Perception- Concept, Perceptual Process and Learning- Concept, Process. [9]

Module 2

Motivation:

Concept, Application on Individuals and Organization, Early and Contemporary Theories of Motivation (Hierarchy of Need, Two Factor, Expectancy, Equity Theories) [5]

Module 3

Groups and Teams:

Group Behaviour – Concept, Types, Stages of Group Development, Group Decision Making. Work Teams – Types and Creating Effective Teams. [5]

Module 4

Leadership and Communication:

Leadership - Concept, Theories (Trait, Behavioural and Contingency). Communication- Concept, Process and Barriers. Inter Personal Communication – Transactional Analysis [6]

Module 5

Organisational Change and Stress:

Organizational Change – Forces and Resistance to Change Stress Management– Sources and Consequences of Stress, Stress Assessment and Management. [5]

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

MT 406-R1- Information Technology Management

COURSE INFORMATION SHEET

Course code : MT 406-R1
Course title : Information Technology Management
Pre-requisite(s) : NIL
Co- requisite(s) : NIL
Credits : 3 **L: 3T:0P:0**

Class schedule per week 3
Class : MBA
Semester / Level : 1/4
Name of Teacher :

Course Objectives:

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

CO1	Understand the fundamental understanding of information systems concepts.
CO2	Analyze a problem and design an appropriate solution
CO3	Participate in information systems development as an informed person
CO4	Develop understanding of various cyber threats and types of data security.
CO5	Acquire a hands-on knowledge on the Python language.

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

CO1	To develop understanding of Information as an important resource.
CO2	To analyse categories and characteristics of information systems.
CO3	To identify the significance of online presence of business.
CO4	To develop understanding of various cyber threats and types of data security.
CO5	To get insights into why Python is preferred programming language for IT professionals

Mapping of Course Outcomes onto Programme Outcome

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

Syllabus

Module 1: Data and Information

(8 Lectures)

Introduction to data and information. Data-Information-Knowledge cycle. Difference between data and information. Data measurement. Introduction to database. It's advantages and disadvantages. Types of databases.

Module 2: Information System

(8 Lectures)

Information System – Definition, Characteristics, Advantages and Limitations. Types of Information Systems – TPS, OAS, KWS, MIS, DSS and EIS. Procurement options – Hardware & Software Planning, Make or Buy decision. Information System for Strategic Advantages.

Module 3: E-Commerce

(8 Lectures)

Introduction to E-Commerce. Evolution of E-Commerce. EDI. Emerging trends in E-Commerce. Difference between E-Business and E-Commerce.

Module 4: Data Security

(10 Lectures)

Types of Cyber Threats. Measures to counter cyber threats. Risk Analysis. Security tools – Firewall, IDS, SSL, Encryption, Digital Certificate, Digital Signature and Blockchain. (All introductory ideas)

Module 5: Introduction to Python

(10 Lectures)

Operators, data types, control structures, loops and logical statements, functions, parameters, arguments, directories and dictionary operations, methods, modules, Class and Objects, Object Oriented Programming in python

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.
4. Alexis Leon (2008). Enterprise Resource Planning, Reprint Edition, Tata-McGraw-Hill Education.

- Ashok NamdevKamthane and Amit Ashok Kamthane. (2020). Programming and Problem Solving with Python McGraw-Hill Education

Reference Books:

- D.P.Goyal. (2006). Management Information Systems-Managerial Perspectives, 2nd Edition, Macmillan, New Delhi.
- S.A.Kelkar. (2009). Management Information Systems-A concise Study, 2nd Edition, Prentice Hall of India.
- NirmalyaBagchi, (2010). Management Information Systems, 1st Edition, Vikas Publishing House, New Delhi
- Martin C. Brown, (2018). Python: The Complete Reference. McGraw-Hill Education

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

Programme Outcome (PO) Attainment Assessment tools & Evaluation

Procedure for Direct Assessment

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

MT408-R1- Managerial Economics

COURSE INFORMATION SHEET

Course code: MT 408-R1

Course title: Managerial Economics

Pre-requisite(s): NIL

Co-requisite(s): NIL

Credits: 2

L: T: P/ 2:0:0

Class Scheduled per week: 2

Semester/Level : 1/4

Name of Teacher :

Course Objectives

This course will enable students to:

A.	Understand the basics of economics and its role in business decision making.
B.	Know the effect of demand and supply on business decisions.
C.	Comprehend the cost -output relationship.
D.	Be aware about different types of market and pricing decisions in the markets.
E.	Recognize the basic macro-economic environment for effective economic decisions.

Course Outcomes:

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

CO1	Analyse economic problems and effectively take business decisions in accordance with the business objectives.
CO2	Consider demand and supply forces and consumer behaviour in meeting business objectives.
CO3	Optimize cost-production combination.
CO4	Consider the behaviour of different markets to take appropriate business decisions.
CO5	Assess the macro-economic environment for effective economic decisions.

Mapping of Course Outcomes onto Program Outcomes

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

Syllabus

Module 1: Introduction

Nature and scope, Definitions, Importance, Application to Business Decisions, Profit Maximization as Business Objectives, Sales and Revenue Maximization Objective of Business Firms. [5]

Module 2: Demand and Supply

Introduction, Determinants of Demand and Supply, Demand Function, Demand and Supply Curves, Law of Demand, Elasticity of Demand, Utility analysis: Cardinal and Ordinal utility, Equi-marginal utility. Indifference curve and its properties. Consumer Equilibrium with Cardinal and Ordinal approach [7]

Module 3: Production Analysis and Cost

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. [6]

Module 4: Market

Introduction, Market Types-Perfect Competition, Imperfect Competition, Monopoly and Oligopoly-Kinked Demand Curve Model, Equilibrium of a Firm under Perfect Competition, Price Determination under Different Markets [6]

Module 5: Macro-Economic Environment

National income- Concepts, Methods of measuring National Income, Problems in measuring National Income. Business Cycles – Phases, Management of Cyclical Fluctuations, Inflation : Types, causes and measurements. [6]

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 internet
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

MT 411-R1- Business Research

COURSE INFORMATION SHEET

Course code: MT411-R1

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

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
C.	Develop an understanding of merits and limitations of various research designs, types 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

Mapping of Cos with Program Outcomes

Syllabus

Module 1

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

Module 2

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]

Module 3

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]

Module 4

Attitude Measurement and Scaling Techniques, Measurement in Research, Types of Measurement Scales, Scaling Techniques - Likert, Thurstone, Semantic Differential. General process of scale development, testing of scales-reliability and validity [8]

Module 5

Tools of data collection, Data Processing Operations, correlation & regression, testing of hypotheses, 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, referencing styles [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 T4: Marketing research-An applied orientation, Naresh Malhotra

REFERENCE BOOKS

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

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

Direct Assessment

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 420 Marketing Management-I

COURSE INFORMATION SHEET

Course code : MT 420

Course title : MARKETING MANAGEMENT-I

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
---	---

G	Introduce to fundamental concepts of digital marketing and marketing analytics
---	--

Course Outcomes

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

CO1 Analyze the Marketing environment and recommend appropriate Segmentation, Targeting and Positioning Strategy for a product, to achieve the business goals.

CO2 Analyze and explain the buying behaviour of a given target market segment.

CO3 Recommend suitable product ,pricing, distribution and Marketing Communication strategies for a brand to achieve the Marketing objective

CO Describe the salient characteristics of Services Marketing and Retail Management

4 Design Digital Marketing campaigns for achieving the communication objectives for a Brand

CO

5 **Mapping of Course Outcomes with Program Outcomes**

Course outcome	Programme outcome							
	1	2	3	4	5	6	7	8
1	3	3	3	3	1	3	2	1
2	3	3	2	2	2	2	2	1
3	3	1	2	2	1	2	2	3

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

Syllabus

Module 1

Fundamentals of Marketing

Core concepts of marketing, Introduction to marketing Environment & analysing trends in the company's Macro & Micro environment, developing marketing plan for companies, Non-profit organisation marketing-scope & classification [6]

Module 2

Understanding the consumer

Research framework to understand the consumer, Assessment of customer life time value, Customer service & CRM

Market segmentation, targeting and positioning

Segmentation- concept, purpose and variables, Target market strategies, selecting the positioning platform. Choosing & Creating Points of Parity & Points of Difference, Consumer behaviour- Factors affecting consumer behaviour & consumer decision making process [10]

Module 3

Product-Classification, levels, Analysis of product line & product mix, Complexity of managing lengthy product line and the role of Product manager, Product Life Cycle& its marketing implications, Managing services Importance, Distinctive Characteristics, marketing challenges

Pricing Strategies-pricing policy of firms, selecting a pricing method pricing models and optimisation, measuring pricing performance-focus on pricing metrics. [10]

Module 4

Managing the channel: Concept of Value Networks, Channel design decisions, channel management decisions. Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems, Distribution system in rural markets- the satellite and syndicated distribution system, direct distribution through self-help groups.

Retailing Types of Retail Formats, Classification of Store Formats, the retail marketing mix, the private label threat. [8]

Module 5 (11 lectures)

Digital marketing and promotion

Introduction to digital marketing, digital vs. traditional marketing, internet and e commerce, web site planning process, Search engine optimisation, internet and the social media, social media analytics, Introduction to database marketing & marketing analytics, web analytics, using Google analytics, **Promotion- Mix** elements, Introduction to the concept of IMC

[11]

Text Book:

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

Reference Books:

1. Marketing Management, Rajan Saxena, McGraw Hill
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, McGraw Hill
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

MT 421R1 Data Analysis and Decision Tools

COURSE INFORMATION SHEET

Coursecode : MT 421
Coursetitle : Data Analysis and Decision Tools
Pre-requisite(s) :NIL
Co-requisite(s) :NIL
Credits : 4L: T: P:
: 4 0 0
Classes scheduled per week 4
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 application of Index numbers
D	To understand the concept of probability and estimation of parameters
E	To explain the characteristics of sampling and sampling distribution of hypothesis.

Course Outcomes

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

CO1	Describe the basic concept of statistics and collection 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	Analyze the data using correlation and regression techniques and using the conceptual knowledge of Index numbers in solving problems.
CO4	Analyze any problem using probability techniques and demonstrate the conceptual knowledge on parameters.
CO5	Analyze the population parameters using sampling techniques and undertake decision making process using testing of hypothesis.

Mapping of Course Outcomes onto Programme Outcomes

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

Syllabus:

Module 1

Introduction: Statistics-Getting started with probability, Probability Axioms and theorems, Random variables, Probability density function/mass function, Pairs of random variables and joint density function. Random vectors. [12]

Module 2

Data types, Measures of Central Tendency, measures of dispersion, Measures of shape and relative location. Application of measures of central tendency and dispersion for business decision making. (5)

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. [8]

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. Central Limit Theorem. Estimation – point estimation and interval estimation [8]

Module 5

Test of Hypothesis: Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances- ANOVA table, One-Way Classification, Statistical Quality. Control Charts. Introduction to **One of the** data presentations tools – Excel/Minitab/SPSS. Presentation of data, classification, tabulation, charts and diagrams. [19]

Textbooks:

Business Statistics, J.K.Sharma, Pearsons Education.
 Statistics for Management, Richard I. Levin & Rubin, Pearson Education.

Reference book:

Probability and Stochastic process, Roy D. Yates and David J. Goodman, Wiley
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 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)/Practical Assessment	30
Assignment	10
Seminar	10

MT424- Legal Aspects of Business

COURSE INFORMATION SHEET

Course code: MT424

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:

1	Analyse contract and define the business actions as valid contract, pledge or bailment
2	Identify critical issues of partnership business and can recognize its rights and duties
3	Distinguish Public and Private company, explain the duties and responsibilities of the management to run the company business.
4	Define and characterize different negotiable instruments
5	Develop the idea of sale, distinguish sale and agreement to sell and can explain conditions and warranties

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Programme outcome							
	1	2	3	4	5	6	7	8
1	2	2	2	3	3	2	2	1
2	2	2	2	3	3	2	2	1
3	2	1	2	3	3	2	2	1
4	2	2	2	3	3	2	2	1
5	2	2	2	3	3	2	3	1

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 2013: 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. Aggarwal & K. Singhal, Galgotia Publications Pvt. Ltd.

REFERENCE BOOKS

1. Business Law Including Company Law, S.S. Gulshan & 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 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

MBA SEM II
Programme Core

HS24 133 - Communication Skills II

Course code: MT 133

Course title: Communication Skills II

Pre-requisite(s): NIL

Co- requisite(s): NIL

Credits: 1.5 L: T: 0 P: 3

Class schedule per week: 1

Class:

Level: II (Third Year)

Name of Teacher:

Course Objectives

This course enables the students:

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, expository, 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:

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

Module I: Building a Business Vocabulary

Vocabulary related to company culture, Phrasal verbs *Board, bottom line, revenues*, etc.; Words related to leadership skills: *founder*, etc.; Types of management; Abbreviations; Meeting related vocabulary; Vocabulary related to submitting tenders; Pricing *Dedicated, resources*, etc.; Verb–noun collocations; Linking words and phrases *Existing, identify*, etc.; *Brand-building*, etc.; Types of advertising *Households*, etc.; Synonyms for *increase* and *decrease*; *Solicit, risk-averse*, etc.; Phrasal verbs and expressions like *go bust, stock price*, etc.; Vocabulary from profit-and-loss account; and balance sheet; Theatre vocabulary *Break down, running costs*, etc; *Bank charges, bookkeeping*, etc.; Formal expressions; Types of workers; Ways of working; Phrases for negotiating; *Benefits, premise*, etc.; Adverbial phrases; *Acquisitions, year on year*, etc.; Adjectives and adverbs of frequency; Discourse markers for short talks

Module II: Listening at the Workplace

Listening to descriptions of company culture; Listening to a talk on leaders and managers; Advice for communicating effectively with colleagues; Listening to a talk on Customer Relationship Management; Listening to a presentation; Listening to a talk on effectiveness of advertising; Listening to a talk on sales activities; Listening to a sales pitch; Listening to a sales forecast; Listening to a business conversation; Listening to people talk about their jobs; Listening to interviews with production managers; Listening to staff complaints and demands; Listening to a talk on risk in business

Module III: Oral communication at the workplace

Describing company culture; Talking about good leaders; Communicating in meetings; Discussing customer–supplier relationships; Presenting information from charts; Presenting from a text; Cost-effective advertising; How to advertise software; Using the Internet for advertising; Finding out about work problems; Making a sales pitch; Negotiation, problems and advice; Talk: teleworking, etc.; Talking about your present job; Describing charts; Presentations on productivity; Negotiating an agreement; Describing the company you work for; Useful hints for making presentations; Making a presentation; Discussion on staff retention, market share, etc.

Module IV: Reading for Business

Reading internal messages (memo, email, note, notice); Reading a summary of action points; Reading a business forecast; Reading articles on Customer Relationship Management; Reading about how a company prepares tenders; Reading a proposal; Reading extracts on measuring the impact of advertising; Reading a brief sales report; Reading a report on productivity; Reading a memo from a CEO; Reading a business letter

Module V: Business Correspondence:

Replying to messages; Writing and replying to a memo, email or notice; A proposal for investigating new markets; A report on advertisers and target audiences; A sales report based on a chart; Report on a sales event for a product launch; A proposal for sponsoring an arts or sports event; Letter complaining about late payment; Email summarising results of negotiation; Short report on stress and absenteeism; Report on changes to company organization; Memo summarising agreement; Proposal to give your company a more ethical image; Letter to prospective customers; Letter expressing interest in business approach

Text Books:

- T1. Communication Skills IInd edition, Sanjay Kumar & PushpLata, Oxford University Press
- T2. Business Correspondence and Report Writing, R.C.Sharma, Krishna Mohan. McGraw Hill

- T3. Communication for Business, Shirley Taylor, V.Chandra, Pearson
 T4. Basic Business Communication- .Lesikar I Flatley, McGraw Hill.
 T5. Business Communication Today ,Bovee, Thill and Chatterjee, Pearson

Suggested course book:

Business Benchmark Advanced (Student's Book with CD-ROM) ISBN: 9780521743686, Cambridge University Press

CEFR level: C1

Recommended reading: *Business Vocabulary in Use* Advanced (PB with CD-ROM) ISBN: 9781107604582
Soft Skills & Employability Skills ISBN: 9781316981320

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 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 Term Examination Marks	100

Assessment Compoents	CO1	CO2	CO3	CO4	CO5
End Sem Examination Marks	✓	✓	✓	✓	✓

MT 407 R1 Management of Manufacturing Systems

Course code	: MT 407 R1
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	: 2/4
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 solving complex operations management problems
CO3	Implement Enterprise Resource Planning systems for managing operations.
CO4	Solve basic routing and scheduling problems

Mapping of Course Outcomes onto Program Outcomes

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

Syllabus:

Module 1

Introduction

Nature, Scope, and Importance of Manufacturing Management, Manufacturing Systems and Decisions, Transformation 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, Product and Hybrid Layout, Line Balancing.

Module 3

Planning, Scheduling & Control

Types of Manufacturing Plans, Aggregate Planning, Capacity Planning, Measures of Capacity and Capacity Planning Decisions, short term planning: Loading, scheduling, sequencing, dispatching and control. [6]

Module 4

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, EOQ Models: Lead Time, Reorder Point, Safety Stock, Inventory Control - ABC Classification. [6]

Module 5

Inspection and Quality Control

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

Logistics Management

Introduction to Logistics Management and Recent Developments in Global Supply Chain [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

MT 410 – R1 Human Resource Management

COURSE INFORMATION SHEET

Course code	: MT 410-R1
Course title	: Human Resource Management
Pre-requisite(s)	: NIL
Co- requisite(s)	: NIL
Credits	: 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:

A.	To understand the concept of human resource management and the difference between personnel, human resource, and human capital and also enumerate the importance, principles, objectives, practices, functions, and growth of human resource management and to also analyze block chain technology as an enabler in HR to bring changes to the business.
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 to able to:

CO1	Compare the differences and similarities between challenges faced in Personnel
-----	--

.	management and human resource management. Analyse how blockchain has transformed HR in different operative functions of 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

Mapping between Programme Outcomes and Course Outcomes

Mapping of Course Outcomes onto Programme Outcomes

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

Syllabus:

Module 1 Introduction (7 Lectures)

Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Objectives of HRM, Functions of HRM, Principles, Policies and Practices, Introduction to Blockchain in HR: Meaning and concept of Blockchain, Features/Characteristics, Blockchain Transformed HR, Benefits of Blockchain, Relevance of Blockchain for HR.

Module 2 Designing and Developing HR System (8 Lectures)

Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Recruitment, Selection, Compensation Management: Introduction, Objectives, Influencing Factors, Different forms of employee compensation.

Module 3 Human Resource Development and Evaluation (13 Lectures)

Training and Development: Concepts, Significance & Methods of Training and Development Management Development Programme: Concept, Significance and Methods
Performance Appraisal: Concept, Process & Methods of Performance Appraisal
Career Development: Career Stages, Individual and Organizational Career Development

Module 4 Behavioural Dimensions of HRM (7 Lectures)

Introduction and Essentials of Quality of work life, Identifying employee Needs and Satisfaction, Employee Grievances and its Redressal, Discipline: Concepts, Relevance, Approaches and Disciplinary Actions.

Module 5 International Human Resource Management (5 Lectures)

Concept, Differences between domestic HRM and IHRM, Significance, Types of International organization, International Human Resource Management Practices, Challenges of IHRM.

TEXT BOOKS

T1: Human Resource Management, Ian Beardwell & Len Holden-Macmillan India Ltd

T2: Human Resource Management: gaining Competitive Advantage, Noe, Hollenbeck, Gerhart & 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

R4: Blockchain Basics: A Non-Technical Introduction in 25 Steps, Daniel Drescher, Publisher: Apress

R5: Business Transformation through Blockchain, Volume II, Edited by Horst Treiblmaier and Roman Beck, Publisher: Palgrave Macmillan

R6: Blockchain: Blueprint for a New Economy, Melanie Swan, Publisher: O-Reilly

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

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.

Mapping of Course Outcomes onto Program Outcomes

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

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 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

MT 413R1- 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: 2 T: 0 P: 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 system development.
B.	To understand the basics of business intelligence.
C.	To understand the essentials of big data concepts.
D.	To acquire a hands-on knowledge of the different intelligent systems
E.	To understand the power of data security using Blockchain technology

Course Outcomes

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

CO1.	Apply different models of system development life cycle
CO2.	Analyse and design intelligent business systems.
CO 3.	Illustrate the significance of Big data Analytics
CO 4.	Demonstrate the importance of intelligent system in knowledge management
CO 5.	Illustrate applications of Blockchain in Industries.

Mapping of Course Outcomes onto Programme Outcomes

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

Syllabus

Module 1: Intelligent Information System Development Concepts (8 Lectures)

System Development Life Cycle. Stages in SDLC. System Development Life Cycle models: Waterfall model, Spiral model and Iterative model. Concepts of Artificial Intelligence. Artificial Intelligence vs Natural Intelligence. Applications.

Module 2: Introduction to Business Intelligence (6 Lectures)

Introduction. History of Business Intelligence. Functions and processes of Business Intelligence. Emerging trends in Business Intelligence. Introduction to Data Warehousing and Data Mining concepts.

Module 3: Big Data Concepts (6 Lectures)

Introduction. Importance of Big Data. Benefits and challenges. Big Data Analytics – tools and techniques. Business Dimensions. Introduction to Hadoop.

Module 4: Internet of Things (4 Lectures)

Introduction to Internet of Things (IoT). Importance of IoT. Data security issues in IoT. Real life applications of IoT

Module 5: Blockchain (6 Lectures)

Introduction and Overview. Features and types of Blockchain. Blockchain applications. Limitations and challenges.

Suggested Readings:

Text Books:

1. Efraim Turban, Jay E Aronson, "Decision Support and Business Intelligence Systems", 9th Edition, Pearson.
2. Hawryskiewicz I. "Introduction to System Analysis and Design". 4th Edition. Prentice Hall India.
3. Mougayar, W. The Business Blockchain : Promise, Practice, and Application of the Next

Internet Technology. Hoboken, New Jersey: Wiley.

4. David Loshin Morgan, Kaufman, "Business Intelligence: The Savvy Manager"s Guide", Second Edition.

Reference Books:

1. Carlo Verzellis, "Business Intelligence: Data Mining and Optimization for Decision Making", Wiley Publications.
2. Saravanan Krishnan, Valentina E. Balas, Julie Golden, Y. Harold Robinson, S.Balaji, & Raghvendra Kumar. Handbook of Research on Blockchain Technology. Academic Press.

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

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 its 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.

Mapping of Course Outcomes onto Program Outcomes

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

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 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

MT415R1 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.	To give knowledge of different types of cost i.e. Material and Labour and their models 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.

Mapping of Course Outcomes onto Program Outcomes

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

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 – Prerequisites 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 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

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.

Mapping of Course Outcomes onto Program Outcomes

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

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

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

MT418 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.

Mapping of Course Outcomes onto Program Outcomes

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

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, wohnen? – wo? – wohin? Präpositionen 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

MT 422 Marketing Management II

COURSE INFORMATION SHEET

Course code: MT 422

Course Title: MARKETING MANAGEMENT II

Pre-requisite(s) : MT 420

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:

- 1) Understand the importance and meaning of strategic marketing and develop an understanding of how strategic marketing plan can be developed.
- 2) Gain an understanding of the ways in which macro and micro environmental factors of business environment can be analysed.
- 3) Learn about the framework for competitor and Industry analysis.
- 4) Get insight to the strategic use of the marketing mix elements.
- 5) Understand the key organisational and management processes useful in improving business and marketing efficiency.

Course Outcomes

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

CO1 Design strategic marketing plan for businesses by applying global and ethical understanding of the marketing management process

CO2 Analyze the macro and micro environment and recommend appropriate segmentation, targeting and positioning strategy for a product to achieve business goals

CO3 Design strategic applications of marketing mix elements for achieving long term business goals.

CO4 Recommend suitable Marketing strategies to meet the challenges in different stages of the Life Cycle of a Product

CO5 Analyze industries, competitors and market opportunities and recommend appropriate marketing strategies to achieve competitive advantage.

Mapping of Course Outcomes with Program Outcomes

Course outcome	Programme outcomes							
	1	2	3	4	5	6	7	8
1	3	3	3	3	1	3	2	1
2	3	3	2	2	2	2	2	1
3	3	1	2	2	1	2	2	3
4	3	1	2	2	2	1	2	1
5	3	3	3	3	3	3	3	3

Syllabus

Module-1:

Introduction to strategic marketing: overview of the strategic marketing planning process, Porter's five forces; Value Chain Analysis, Business Unit strategy decisions, Portfolio evaluation models, developing strategic marketing plan for different marketing situations [8]

Module-2:

Business Environment analysis: Micro/Macro environmental insights to marketing planning, tools and techniques to perform environmental analysis. Big data use in environmental analysis for developing marketing strategy, Global market segmentation, new approaches to market segmentation and targeting [7]

Module 3

Managing Competition: Dimensions of competitive strategy, Generic competitive strategies, framework for competitor analysis, Marketing Entry and Exit Barriers, competitive moves, Competitive strategies in Fragmented, emerging and declining industries. Marketing strategies for slow growth economies, marketing strategies in strategic alliances, networks and hollow corporations [10]

Module 4

Marketing Mix strategy: Marketing Strategies for market leaders, followers and challengers, marketing over the Product Life-Cycle, Designing distribution networks, framework and models of network design, Product positioning and competitive advantage, Role of Pricing in Firm's Profitability and Major Pricing Strategies, right pricing and fighting Price wars [8]

Module 5

Strategic Decisions: Strategic and marketing issues in forward and backward integration, illusions in

vertical integration decisions, elements of capacity expansion decisions, entry into new business, Organisational processes and structures for implementing different strategies , Periodic assessment of marketing performance- The marketing audit [7]

Text Book:

1. Competitive strategy: Techniques for Analysing Industries and Competitors- Michael E Porter, Free Press
2. Competitive Advantage: Creating and Sustaining Superior Performance, Michael E Porter, Free Press
3. Marketing Management A South Asian Perspective, Kotler, Keller, Koshy & Jha, Prentice Hall/Pearson

Reference Books:

4. Strategic marketing Problems: cases and comments, Roger A Kerin & Robert A Peterson, Pearson
5. Quantum Marketing: Mastering the new marketing mindset for tomorrow’s consumers, Raja Rajamannar; Harper Collins

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

MT423 Business Ethics and Sustainability

COURSE INFORMATION SHEET

Course Code: MT423

Course Title: Business Ethics and Sustainability

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 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 faced by managers.
D	To explore models on Ethics and Sustainability that supports ethical decision making.
E	To understand the role of business in relation to ethics, sustainability and CSR.
F	To understand sustainable linkage to ethical business practices in different functional areas.

Course Outcomes:

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

CO1	Apply ethical principles in managerial decision making.
CO2	Distinguish between Ethics and Morals
CO3	Draw upon a range of models to aid ethical decision-making.
CO4	Design Ethical strategies for Sustainable Development
CO5	Outline the sustainable linkage to ethical business practices in different functional areas.

Mapping of Course Outcomes with Program Outcomes

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

Syllabus:

Module 1:

An Overview of Business Ethics- Definition of Ethics and Business Ethics, Normative Concept and Descriptive Concept, Characteristics of Moral Standards, Moral Development-Kohlberg's Theory, Role of Ethics in Business, Characteristics of Ethical Organisation, Ethical Decision Making Practices by Business Organizations.

[6]

|

Module 2:

Overview of Ethical Theories and Ethical Dilemmas/Issues in Business-
Overview of Ethical Theories- Utilitarian Theory, Deontological Theory, Right Based Theory, Justice Based Theory, Virtue Based Theory on Ethics and Theory on Ethics of Care.

Overview of Ethical Dilemmas/Issues in Business- Discrimination, Harassment, Unethical Accounting, Health and Safety, Misuse of Power, Nepotism and Favouritism, Corporate Espionage, Insider Trading, Bribe, Larceny, Child Labour, False Advertisement, Whistleblowing.

Privacy Issues- Work-Life Balance, Usage of social media, Usage of Devices Belonging To Company, Company Internet Policies.

[6]

Module 3:

Globalization and Business Ethics- Challenges of Globalization on Business Ethics- Outsourcing, Braindrain, Cultural Diversity, International Staffing, Corporate Governance. [6]

Module 4:

Introduction to Sustainability and CSR-

Introduction to Sustainability- Definition of Sustainability. Sustainability Pillars (Environmental Social, Economic, Governance) Concept of SDGs. Triple Bottom Line- A Sustainable Management System.

Sustainable Design Concepts- The Natural Step, Hannover Principle, Three-Legged Stool.

Introduction to CSR- Definition of CSR, Carroll's Model of CSR, Current CSR Trends in India.

[6]

Module 5

Sustainable linkage to Ethical Business Practices- Importance of Integrating Sustainability into Business Strategy, Innovative Business Initiatives towards Sustainable Development in India, Role of Functional Areas (HR, Marketing, Finance) in Sustainability, Sustainable Waste Management Practices, Overview of Green HR, Green Marketing and Green Finance. [6]

Text Books:

- 1) Ethics in Management, S.A. Sherlekar, Himalaya Publishing House, 2009.
- 2) Corporate Social Responsibility in India - Sanjay K Agarwal, SAGE.
- 3) Business Sustainability, Corporate Governance, and Organizational Ethics- Zabihollah Rezaee and Timothy, Wiley 2019.
- 4) Business Ethics and Sustainability, Ist Edition, Roman Meinhold, Taylor & Francis 2021.
- 5) Business Ethics: Concepts and Cases, Velasquez Manuel G., Prentice Hall India 2006.

Reference Books:

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

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 Semester Examination	50
Quiz (s)	30
Assignment	10
Seminar	10

MBA PROGRAMME ELECTIVES

BUSINESS ANALYTICS

MT 532 Decision Science for Business Modelling*
MT 547 Business Forecasting
MT 548 R2- Data Visualization for Managers
MT 549 R1- Data Mining
MT 550 Multivariate Data Analysis
MT 551 Data Science using R
MT 552 Marketing Analytics

FINANCE

MT504 Management of Financial Services
MT505 Investment & Portfolio Management
MT506 Corporate Finance
MT507 R1- International Finance
MT508 Corporate Taxation
MT509 Management of Financial Derivatives
MT510 R1- Corporate Accounting
MT511 Strategic Cost Management
MT512 Behavioural Finance
MT553 Bank Management
MT554 Insurance Management
MT 555 Risk Management
MT556 International Banking
MT 561 R1- Financial Planning and Control

HUMAN RESOURCE

MT 523 Human Resource Planning
MT 524 R1- Industrial Relations and Labour Laws
MT 526 Organizational Change and Development
MT 527 Organizational Theory and Design
MT 528 R1- Compensation and Rewards
MT 529 R1- Performance Management System
MT 530 Individual and Group Behaviour
MT 531 Strategic Human Resource Management
MT 566 Recruitment & Selection**

OPERATIONS

MT 532 Decision Science for Business Modelling*
MT 533 Operations Strategy and Supply Chain Management
MT 534 Distributions and Logistics Management
MT 535 R1- Purchasing Strategy Sourcing and Contracting
MT 536 R1- Operations Planning and Control in Supply Chain Management
MT 537 R1- Total Quality Management and Six Sigma
MT 540 R1- Enterprise Resource Planning*
MT 559 Manufacturing Planning and Control
MT565 Technology, Innovation and new Product Planning**

MARKETING

MT 513 R1- Consumer Behaviour
MT 514 R1- Marketing Research
MT 515 R1- International Marketing
MT 516 R1- Industrial Marketing
MT 517 R1- Retail Management
MT 518 R1- Services Marketing
MT 519 R1- Sales and Distribution Management
MT 520 R1- Brand Management
MT 521 R1- Advertising and Integrated Marketing Communication
MT 522 R1- Social Marketing
MT 563 R1- Digital Marketing

INFORMATION TECHNOLOGY

MT 532 Decision Science for Business Modelling*
MT 538 R1- Relational Database Management System
MT 539 Business Data Communication
MT 540 R1- Enterprise Resource Planning*
MT 543 R1- Software Engineering
MT 544 Multimedia and Web Designing
MT 545 R1- System Analyses and Design
MT 546 R1- Computer Aided Management
MT 564 Object Oriented Programming with C++**

** New paper

*Common paper across some specialisations

MBA PROGRAMME ELECTIVES

BUSINESS ANALYTICS

MT 532 Decision Science for Business Modelling*

COURSE INFORMATION SHEET

Course Code	: MT532
Course Title	: Decision Science for Business Modelling
Pre-requisite(s)	: MT406, MT413
Co-requisite(s)	: NIL
Credits	: 3L: T:P: 3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objective

This course enables the students to:

1.	Problem identification and formulation
2.	Model selection and use
3.	Interpretation of the results of a statistical analysis
4.	The final and most important part is the interpretation of the results of the analysis
5.	communicate the results of a statistical analysis to a business audience

Course Outcomes

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

CO1	To evaluate problem identification and formulation	
CO2.	To analyze different model and its selection and use	Evaluate a Business problem situation and identification and formulation of the problem
CO3.	To Interpret the results of a statistical analysis	Interpret the results of a statistical analysis
CO4.	To understand and interpret of the results of the analysis	Draw conclusions from the analysis of the results.
CO5.	To apply the results of a statistical analysis to a business audience	Apply the results of a statistical analysis to a business decision

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 life business Application (6)

Module 3

Distribution Theory- discrete and continuous, Sampling distribution, Estimation Theory, Testing of Hypothesis.[4]

Module 4

Multivariate Analysis, Multiple regression analysis Factor Analysis and Principal Component Analysis, techniques and cases. **(6)**

Module 5

Structured Equation Modelling- Basic concepts, MRA vs. SEM, Application of SEM to decision making problems **(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, 7thEd., Pearson

Reference books:

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

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

Mapping of Course Outcomes onto Program Outcomes

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

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	: 3L: T: P: 3 0 0
Class schedule per week	3
Class	: MBA
Level	: 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) (8)

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) (8)

Module 3:

Estimation of Demand

Marketing Research techniques, consumer surveys, consumer clinics, focus groups, market experiments in Test stores, statistical estimation, variable identification (8)

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) **(8)**

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 **(8)**

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
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Mapping of Course Outcomes onto Program Outcomes

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

MT548 R2- Data Visualization for Managers

COURSE INFORMATION SHEET

Course code	:MT 548 R2
Course title	:Data Visualization for Managers
Pre-requisite(s)	:MT405, MT411
Co-requisite(s)	: NIL
Credits	:
L:T:P:	3: 0: 0
Class schedule per week	: 3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students to:

1.	Command a conceptual understanding and the ability to manage different aspects of the survey research process
2.	Application of software for data analytics and management.
3.	Adopt appropriate statistical procedures to conduct analyses depending on the research goals and the nature of survey data
4.	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, and visualization to real world data.
CO4.	Interpret the contribution of data analysis to the decision-support level of organizations
CO5.	Propose data-visualizations solutions for different applications

Syllabus

Module1

Introduction to the principles and techniques for data visualization, Design principles for charts and graphs, Common tools for creating data visualizations (Excel, PowerPoint, Minitab and Python's visualization library) (9)

Module2

The process creating visualizations and selecting the appropriate visual display, Hands on with Excel, Power Point and Python's visualization library, designing effective presentations, telling stories with data (8)

Module3

Visualization as exploration, visualizing continuous and categorical data, Visualizing time series data, visualizing multiple variables. (8)

Module4

Dashboard design, Interactive visualizations and motion, create multiple versions of digital visualizations using various of software packages. (8)

Module5

Visualization of various types of graphs, trees, clustering- different methods and techniques, classification- different methods and techniques. (7)

TEXTBOOKS

1. 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
2. Yau, N. (2013). Data Points: Visualization that means something. Indianapolis: O'Reilly. Available at the NYU Bookstore
3. 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
Internal Marks (Quizzes/Assignment/Seminar)	50
End Sem Examination Marks	50

Mapping of Course Outcomes onto Program Outcomes

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 549 R1 Data Mining

COURSE INFORMATION SHEET

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

Course Objectives

This course enables the students to:

1.	To introduce the basic concepts of Data Warehouse and Data Mining
2.	Examine the types of the data to be mined and apply pre-processing methods
3.	Discover interesting patterns,
4.	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 (7)

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 (8)

Module 3.

Association Rules, Introduction and Overview, Discovering Association Rules, A Priori Algorithm, Partition Algorithm, Incremental Algorithm, Border Algorithm, Association Rules with item Constraints (8)

Module 4.

Classification and Clustering, Introduction to classification techniques, Decision Trees, Neural Networks, Clustering Paradigms, Partitioning Algorithm, K- means Clustering Algorithm, Hierarchical Clustering, Fuzzy c-means Algorithm, Categorical Clustering Algorithm (10

)

Module 5

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

Mapping of Course Outcomes onto Program Outcomes

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

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 : 3 L: T: P:
: 3 0 0
Class schedule per week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students to:

1.	Introduce the language of multivariate data analysis
2.	Understand the characteristics of multivariate quantitative research, including strengths and weaknesses
3.	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.
4.	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

(10)

Module 2:

Exploratory Factor analysis, SPSS applications of factor analysis, Multidimensional Scaling, Cluster analysis, Confirmatory Factor Analysis, Confirmatory Factor Analysis via AMOS,

(8)

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**(10)**

Module 4 :

Discriminant analysis, Binary logit models of qualitative choice, Multinomial Logit and Nested logit

(6)

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
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

Mapping of Course Outcomes onto Program Outcomes

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

MT 551 Data Science using R

COURSE INFORMATION SHEET

Course code : MT551
Course title : Data science in R
Pre-requisite(s) : MT405, MT 411
Co-requisite(s) : NIL
Credits : 3 L:T:P:
 3 0 0
Class Schedule per week : 3
Class : MBA
Level : 5
Branch : MBA
Name of Teacher:

Course Objectives

This course enables the students to :

1.	To understand the significance of R .
2.	To impart knowledge of essentials of R programming.
3.	To impart knowledge of data Analysis in R
4.	To understand data analysis in R.
5.	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 (8)

Module-2 :Essentials of R Programming

Data types and objects in R, control structure (functions) in R, Useful R packages (8)

Module-3: Exploratory Data analysis in R

Basic graphs, treating missing values, working with continuous and categorical variables (8)

Module-4:

Data manipulation in R, Feature engineering, Label encoding / one hot encoding (8)

Module-5:

Predictive modelling using machine learning in R, linear Regression, Decision tree, Random forest (8)

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

Mapping of Course Outcomes onto Program Outcomes

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

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 : 3 L: T: P:
 3 0 0
Class schedule per week : 3
Class : MBA
Level : 5
Name of Teacher :

This course enables the students to :

1.	Accurately articulate how modern organizations are using "Big Data" and analytics in solving marketing problems.
2.	Use analytic approaches in Pricing.
3.	Articulate how to translate typical marketing and sales problem.
4.	Justify use of a particular marketing analytic approach and communicate its managerial implications to a non-technical audience.
5.	Use fundamental 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.	Articulate how modern organizations are using "big data" and analytics to Solve old marketing problems in new ways and pursue new marketing opportunities.
2.	Suggest analytic approaches to transform marketing and sales data into actionable marketing decisions.
3.	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 analytics principles and tools to monitor and improve digital and social media marketing campaigns and ecommerce e 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. (8)

Module 2: Pricing in Marketing Analytics

Pricing, Estimating Demand Curves and Optimize Price, Price bundling, Non-Linear Pricing and Price Skimming (8)

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 (8)

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. (8)

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.(8)

Text Books

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

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

Mapping of Course Outcomes onto Program Outcomes

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

MARKETING

MT513-R1 CONSUMER BEHAVIOUR

COURSE INFORMATION SHEET

Course code : MT 513
Course Title : Consumer Behavior
Pre-requisite(s) : MT404
Co- requisite(s) : NIL
Credits : 3 L: T P
3 0 0

Class schedule per week : 3
Class : MBA
Level :5
Name of Teacher :

Course Objectives

This course enables the students to:

1	To make students aware of the theoretical framework and practical implications of consumer behavior for businesses.
2	To develop an understanding of the domain of perception, learning, attitude development and consumer decision making.
3	To identify the importance of personality, involvement, and motivation in consumer behavior.
4	To understand the effects of social environment and culture upon consumer behavior.
5	To examine the forces shaping consumer choice in modern society.

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 analyze consumer behaviour in the context of changing social structure & cultural values.
CO3	To derive implications of consumer perception, learning and attitude development for marketing decisions.
CO4	To relate and analyze the significance of personality, involvement and motivation in consumer behaviour& extending consumer decision making models to different marketing situations.
CO5	To analyze and extend the concepts of online consumer buying behaviour to make marketing more effective in the internet era.

Syllabus

Module 1

Introduction: Scope & importance, Creating Marketing strategies for customer centric organizations, 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. **(10)**

Module 2

Personality and consumer behaviour: Nature of personality, Personality Traits, and its Marketing significance, Product personality and brand personification, Virtual personality or self.

Concept of attitude, structural models of attitudes, attitude formation, strategies of attitude change

Elements of Consumer Learning, Applications of consumer learning in Marketing, applying learning theories. **(6)**

Module 3

Socio-cultural Influences: the nature of Indian households, types of households- its lifecycle and marketing strategy, Determinants of Family Purchase Roles, Conflict situations & its resolution, Consumer socialization.

Life style profile of social class, reference group influences in the consumption process, Opinion Leaders, Celebrity influence, Word of Mouth.

The Concept of Culture- Variations in Cultural Values, Other-Oriented Values, Environment- Oriented Values, Self-Oriented Values, regional subcultures, Cross Cultural Consumer Behaviour. **(10)**

Module 4

Consumer decision making models: The consumer decision making process, Howard Sheth Model, Engel-Blackwell- Miniard Model, Nicosia Model of Consumer Decision Making, post purchase behaviour.

Diffusion of innovations Process of Diffusion and Adoption, Innovation, profile of the consumer innovator. **(6)**

Module 5

Market Regulation & Consumer Behaviour: Consumerism- meaning and need, consumer responsibilities, consumerism and marketing, consumer protection in India.

Consumer behaviour 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. **(8)**

Text books:

1. Consumer Behaviour, Leon G; Schiffman; Joseph Wisenblit; S Ramesh , Pearson 12/e.

Reference books:

1. Consumer Behavior; David L Loudon & Albert J Della Bitta, Mc Graw Hill;4/e
2. Consumer Behavior, Blackwell, Miniard, Engel; Cengage Learning; India edition
3. Consumer Behaviour- Text & Cases, Satish K. Batra & S. H. H. Kazmi ; Excel Books; 2/e
4. Consumer - Building Marketing Strategy; Del I. Hawkins & David L. Mothersbaugh ;Mc Graw Hill Irwin;11/e

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

Mapping of Course Outcomes onto Program Outcomes

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

MT514 R1- MARKETING RESEARCH

COURSE INFORMATION SHEET

Course code : MT514
Course title : Marketing Research
Pre-requisite(s) : MT404
Co- requisite(s) : NIL
Credits : 3 L:3 T:0 P:0

Class schedule per week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students will be able to:

1.	To develop capability to understand the fundamentals of Marketing research and make students industry ready.
2.	To inculcate an attitude for identifying and undertaking research work both in industry as well as in academic environment with emphasis on continuous learning.
3.	To nurture and nourish students to conduct unbiased research on Marketing Management problems.
4.	To foster a confident and competent graduate capable to solve real life practical industrial problem in a systematic manner
5	To encourage students to interpret the outcomes in a manner that would help solve Marketing problems in the best possible manner.

Course Outcomes

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

CO1	Examine a business problem and identify the Marketing management decision related to the business problem
CO2	Given a Marketing problem determine the related Research Problem, Research objectives, the research model, and Hypotheses
CO3	Given the research budget select suitable Research Design for achieving the research objectives
CO4	Organize the data collection process, select, and apply appropriate qualitative methods and multivariate statistical tools for testing the hypotheses.
CO5	Draw inferences and recommend solutions to the Marketing Research problem and the Marketing Problem

Syllabus:

Module 1

Marketing Problem and Marketing Research Problem, Marketing Information System. The Marketing Research Process- An Overview. **(4)**

Module 2

Research Designs

Exploratory Research: Methods and Developing a Conceptual Framework,

Conclusive Research: Descriptive Research Design, Experimental Research, Testing Effect, Measurement Variation, and Interactive Effect.

Types of Data: Primary Data and Secondary Data, Sources of Secondary Data for Marketing Research. **(10)**

Module 3

Primary Data Collection for Marketing Research

Census and Sampling: The population, Sampling Error, Sample frame, Sampling Techniques, Sample Size Determination, Data Collection.

Qualitative methods in Marketing Research.

Questionnaire Design: Questionnaire and Interview schedule, Process of Designing a Questionnaire, Types of Questionnaires.

Attitude Measurement and Scaling Techniques: Types of scales, Nominal, Ordinal, Interval, Ratio Scales, Thurstone and Likert Scales and Semantic Differential Scales. **(10)**

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, Cross Tabulation, Chi-square Analysis, Analysis of Variance. **(4)**

Module 5

Quantitative Techniques and Model Building: Application of Correlation and Regression Analysis, Multivariate Analysis, Application of Factor Analysis, Cluster Analysis and Conjoint Analysis, Structural Equation Modelling.

Report Writing: The contents and characteristics of a good report. **(12)**

Textbooks

1. Marketing Research: An Applied Orientation, Naresh K Malhotra and Satyabhusan Dash, Pearson 7/e,2019.

Reference Books

1. Marketing Research: Text & Cases, Harper W. Boyd, Ralph L. Westfall, Stanley F. Stasch, Irvin, 1977.
2. Marketing Research, G C Beri (latest edition).
3. Research for Marketing Decisions: Green &Tull.
4. 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

Mapping of Course Outcomes onto Program Outcomes

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

MT 515 R1- International Marketing

COURSE INFORMATION SHEET

Course code	: MT515
Course title	: International Marketing
Pre-requisite(s)	: MT404
Co- requisite(s)	: NIL
Credits	: 3 L: T: P: 3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	

Course Objectives

This course enables the students:

1.	To understand international marketing theory and concepts.
2.	To understand global marketing environment and its applications for evaluating and selecting a foreign market.
3.	To learn the process of marketing research and its challenges in international marketing.
4.	To understand and design international marketing strategies for product and price.
5.	To understand and design international marketing strategies for distribution and promotion.

Course Outcomes

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

CO1	Develop the understanding of nature, scope, and concepts of international marketing
CO2	Develop the abilities to analyse the international marketing environment and choose the suitable international markets for their organization.
CO3	Identify, analyze and evaluate data and information related to international market research to business opportunities and threat relevant in the current world.
CO4	Design an appropriate product, service, and pricing strategies for global customer.
CO5	Design the distribution strategy for international marketing and develop a creative strategy for a brand to ensure achievement of the communication objective.

MT515 R1- International Marketing

Module 1

Introduction:

Introduction to International Marketing, nature, scope and the complexities of International Marketing, India and World Trade,

International Marketing Environment & influences: Cultural, Political, Legal & Economic Environment. Climate Change- implications in International Business, Kyoto Protocol, Environmental protection and Business Strategy. Regional Economic Groups, Commodity agreements, protectionism- tariff & non tariff barriers

(10)

Module 2

The world financial environment: International Financial Institutions, Global Debt Market, Introduction to Depository Receipts-ADR, GDR, IDR, Basics of Foreign Exchange, offshore financial centres, Balance of Payments- Concept, Influence on country's export & import

(8)

Module 3

Planning for International marketing- International Marketing Research- Process and Challenges, Marketing analysis and foreign market entry strategies

International marketing Decisions- Segmentation, Targeting and Positioning,

Product decisions: International PLC, Global Market & Product Development, Product Adaptation & Product Standardization in different Nations, Global Brands vs. Local Brands

(8)

Module4.

International marketing Decisions-Distribution: Direct and Indirect Selling channels, Types of Intermediaries-Direct, Types of Intermediaries-Indirect

Determinants of channel types, selection of channel members, Global manufacturing and supply chain Management, Selecting & managing Channel Members.

(6)

Module 5

International marketing Decisions- Pricing & Promotion: Pricing objectives & decisions, Leasing, the Gray market challenge, Dumping - determination, dispute settlement, counter trade- problems & opportunities, transfer pricing.

Global advertising, personal selling, management of PR/publicity in Global marketing,

(8)

Text Books

1. International Marketing-Analysis and strategy; Sak Onkvisit & John Shaw, Dreamtech press; 4/e
2. Global Marketing Management; Warren J Keegan & Mark C Green; Pearson; 9/e
3. International business-Environments and operations; John D Daniels, Lee H Radebaugh & Daniel P Sullivan; Pearson; 15/e

Reference Books

1. International Marketing; Philip R Cateora, Mary C Gilly, John Graham;Tata McGraw Hill; 15/e
2. Global Marketing; Svend Hollensen, Pearson; 15/e
3. International Marketing and Export Management& Albaum, Edwin Duer;Pearson;7/e
4. International Business Management; Pradip Kumar & Sanchari Sinha; 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

Mapping of Course Outcomes onto Program Outcomes

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

MT 516 R1- INDUSTRIAL MARKETING

COURSE INFORMATION SHEET

Course code	: MT 516
Course title	: Industrial Marketing
Pre-requisite(s)	: MT404
Co- requisite(s)	: NIL
Credits	: 3
	L: T: P
	3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students will be able to:

1.	Understand the concept of industrial marketing and comprehend the areas of difference between industrial marketing and consumer marketing.
2.	Explain the Industrial marketing environment and understand the different environment management strategies.
3.	Develop an understanding of the different aspects of Industrial buying and comprehend the different buying models.
4.	Understand the Industrial strategic planning process and outline the key aspects of the various marketing tools and their application in Industrial Marketing.
5.	Explain the important decisions related to managing the Marketing Mix elements in Industrial Marketing

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 and develop ways & means for addressing the challenges arising out of these.
CO2	Identify the different macro, micro and interface elements for Industrial firms and use the understanding of their marketing significance to develop appropriate marketing strategies.
CO3	Apply buying behavior concepts to identify the sources of influence and the different stages of industrial buying and develop appropriate strategies for their management.
CO4	Forecast demand and Develop strategic marketing plans for industrial products.
CO5	Design industrial products & services, set prices, develop distribution and logistics strategies and recommend appropriate Segmentation, Targeting and Positioning strategy for industrial products.

Module 1

Introduction:

Nature and Objectives, Differences between Industrial Marketing and Consumer Marketing, trends and changes in B2B marketing, Classification of Industrial Customers and Industrial Products, Industrial Marketing Environment and its challenges. (8)

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. (6)

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, Commonly used commercial documents in Industrial marketing. (10)

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. (6)

Module 5

Marketing mix elements in Industrial Marketing:

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- Role of personal selling in Industrial marketing, corporate advertising and industrial branding, internet and web communication in B2B marketing, convergence of the promotion mix elements. (8)

Text Books:

1. Industrial Marketing – Analysis Planning & Control ; Robert R. Reeder, Edward G. Brierty, Betty H. Reeder; Prentice Hall of India; 2/e

Reference Books:

1. Business Marketing Management ; Michael D. Hutt & Thomas W. Speh, Cengage;10/e

2. Industrial Marketing; K.K. Havaldar, McGraw-Hill Higher Education; 2/e

3. Business to Business Marketing-Analysis & Practice; Robert Vitale, JosephGiglierno& Waldemar Pfoertsch; Pearson;1/e

**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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Programme outcomes							
	1	2	3	4	5	6	7	8
1.	1	1	2	1	1	1	2	1
2.	3	2	2	2	3	1	3	2
3.	3	2	3	1	2	1	1	3
4.	2	2	1	1	2	1	2	2
5.	3	2	3	2	1	1	2	3

MT 517 R1- Retail Management

COURSE INFORMATION SHEET

Course code:	MT 517
Course title:	RETAIL MANAGEMENT
Pre-requisite(s):	NIL
Co- requisite(s):	NIL
Credits:	L:3 T:0 P:0
Class schedule per week:	3
Class:	MBA
Level:	5
Name of Teacher:	

Course Objectives

This course enables the students:

1.	To impart knowledge about the basics of Retailing in India and growth of Retail Industry globally
2.	To develop knowledge about the Retail Format Variety and Assortment of Merchandise with Store Based Retailer and Non- Store based Retailers
3.	To develop sound knowledge of Retailing in Consumer Buying Behavior
4.	To impart knowledge about Category Management and find the position of categories of the various products as well as importance of Supply Chain Management in Retailing
5.	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	Explain basic theories, principles, practices, and terminology related to each functional area of Retail Management.
CO2	Contrast different retail formats and evaluate their application in retailing.
CO3	Analyze the various factors affecting consumer decision making in retailing.
CO4	Explore the process that involves managing products categories and justify importance of supply chain management in retailing.
CO5	Plan the store layout, merchandising and staffing strategy to achieve Retail targets and plan operations in mall management.

Module 1

Introduction:

Meaning of Retailing

Definition, Role, Relevance & trends in Retailing, Theories of Retailing.

Unorganized Retail and Organized Retail, Retailer within the Distribution Channel, Factors

Responsible for Retailing in India, SWOT analysis of Retail Industry in India, Growth of Retail Industry in the world, Foreign Direct Investment in Retail in India. (6)

Module 2

Retail Formats and Classification of Retailers:

Introduction of Retail Format: Variety and Assortment of Merchandise.

Classification of Retailers: Ownership Based, Leased Department, Store Based Retailer, Non- Store based Retailers. (8)

Module 3

Retail Consumers

Introduction to Retail Consumer behavior, Post Purchase consumer behavior, Factors Affecting Consumer Decision Making.

Customer Relationship Management: Customer Acquisition, Customer Loyalty, Customer Satisfaction and Customer lifetime value.

Influence of situational variables on shopping behaviour, Measurement of Retail image Dimensions (8)

Module 4

Product, Merchandise and Category Management

Product Management: Role in retail business, product selection process.

Merchandise Management: Merchandise mix, components of merchandise mix management, budget, SKU.

Category Management: Meaning and definition of Category Management, essentials of category management, Category management V/s Supply Chain Management. (8)

Module 5 (8 lectures)

Store Planning

Introduction to Store Planning Design & Layout, 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 loyal, mall Management

Text Books (Latest Edition)

1. Retail Management, Michael Levy, Barton A. Weitz, Mc Graw Hill
2. Retail Management, A strategic Approach: Barry Berman & Joel R. Evans, Pearson
3. Retail Marketing in the Modern Age: Prashant Chaudhary (Sage Text)

Reference Books (Latest Edition)

1. Retail Business Management, Karen R. Gillespie, Joseph C. Hecht, Carl F. Lebowitz, Mc Graw Hill
2. Retail Management, Gibson G. Vedamani, Jaico Publishing House
3. Mall Management, Abhijit Das, Taxmann.

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 518 R1- SERVICES MARKETING

COURSE INFORMATION SHEET

Course cod	:	MT 518 Services Marketing			
Course title	:				
Pre-requisite(s)	:	MT404			
Co- requisite(s)	:	NIL			
Credits			: 3 L: T: P:		
			3 0 0		
Class schedule per week		3			
Class	:	MBA			
Level	:	5			
Name of Teacher	:				
Course Objectives					

This course enables the students to:

1.	Comprehend the uniqueness, functions, and techniques of services marketing
2.	To develop understanding about the implications of relationship, customer satisfaction, service recovery and other critical elements in services marketing.
3.	To ensure students identify critical issues in service design including the nature of service products &markets, building the service model, and creating customer value
4.	Identify critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes and the domain and mechanism of service quality measurement.
5.	Understand the service marketing mix elements and its appropriate and innovative usage.

Course Outcomes

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

CO1	Explain the characteristics of services and be able to develop strategies to address the challenges arising out of these.
CO2	Identify gaps between customer expectation and customer perception of service provided and thereby design strategies to improve customer service.
CO3	Identify critical issues in service design, service failure and service recovery and formulate strategies accordingly.
CO4	To be able to develop servicescape and people management strategies for making service marketing more effective.
CO5	To be able to develop appropriate demand management strategies by appropriately using the different service marketing mix elements

Module 1

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 services marketing, (6)

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(s), Gap management strategies & and marketing implications, Customers Perception of Quality and Customer Satisfaction, SERVQUAL, SERVPERF (10)

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 Service innovation, use of IOT and Big data analytics in service innovation. (8)

Module 4

The extended marketing mix-

Meaning, Types of Servicescape, 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 (8)

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 (8)

Textbooks:

1. Services Marketing-Integrating customer Focus Across the Firm, Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit; Mc Graw Hill; 3/e

Reference books:

1. Services Marketing- People, Technology & Strategy; Christopher Lovelock& Jayanta Chatterjee; Pearson.7/e
2. Services Marketing- Text & Cases; Vinnie Jauhari&Kirti Dutta ; Oxford; 2/e
3. Services Marketing; Govind Apte; Oxford
4. Services Marketing; K Rama Mohana Rao; Pearson; 2/e

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 519 R1- Sales and Distribution Management

COURSE INFORMATION SHEET

Course code	: MT 519
Course title	: Sales and Distribution Management
Pre-requisite(s)	: MT 404
Credits	:3 L:2 T:0 P:0
Class schedule per week	3
Class	: M.B.A
Level	5
Name of Teacher:	

Course Objectives

This course enables the students to:

1.	Interpret the various concepts of sales and distribution, aspects of sales force and, steps of sales planning process.
2.	Understand the concept of sales organization, sales territory, and sales quotas.
3.	Understand the concept of recruitment, selection, training, motivation etc. for sales force management.
4.	Explain the factors affecting channel management decisions
5.	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.
CO2	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 and take channel related decisions.
CO 5	Compare and select the best alternative for physical distribution and logistics design and integrate sales and distribution strategy.

Syllabus

Module 1

Introduction to Sales Management

Meaning Scope and Evolution of Sales Management Sales as a function of Marketing Management, Theories of Selling, What makes a Good Salesperson, the personal selling process. (7)

Module 2

Sales Force Management I

Purposes of Sales Organization, Basic types of sales organizational structures, Sales Territory Design, Routing and Scheduling, Sales Quota: purpose, types, and importance. (7)

Module 3

Sales Force Management II

Recruitment and Selection, Training of Sales People, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force. (8)

Module 4

Channel Management Decisions

Functions of intermediaries

Types and Role of Channel intermediaries in India for Consumer and Industrial Products

Channel Design

Selection, Motivation and Evaluation of Channel Members, Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies, Ethical and Legal Issues, International Channel perspective. (6)

Module 5

Physical Distribution System and Logistics

Introduction, Need & Benefits of Physical Distribution. An overview of components of physical distribution system.

Factors to be considered in Designing Strategic Distribution System, Features of Logistics Management, Different

types of PL's-First party, second party, Third party, Fourth Party & Fifth Party logistics-their characteristics &

Adoption. Sustainable Distribution, Integration of Sales, and Distribution Strategy. (10)

Text Books (Latest Edition)

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

Reference Book (Latest Edition)

1. Professional Sales Management, Andersen R, McGraw Hill Education
2. Strategic Marketing Channel Management, Bowersox and Coope,- McGraw Hill Education Business
3. Logistics Management: Planning, Organizing, and Controlling the Supply Chain, Ronald H. Ballou, Prentice Hall
4. Selling and sales management, Jobber, 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

Mapping of Course Outcomes onto Program Outcomes

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

MT 520 R1- BRAND MANAGEMENT

COURSE INFORMATION SHEET

Course code : MT520
Course title : Brand Management
Pre-requisite(s) : MT404
Co- requisite(s) : NIL
Credits : 3 L: T: P:
 3 0 0
Class schedule per week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students to

1.	Develop a consumer-centric approach to building, measuring, and evaluating strategies that build brand equity for new and existing brands.
2.	Identify important issues related to planning and implementing brand strategies for a diverse group of marketing offerings.
3.	Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.
4.	Identify Brand Equity Measurement techniques and methods of conducting Brand Audit.
5.	Identify how to manage Brands Equity over a period for continuous improved performance.

Course Outcomes

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

CO1	Evaluate the Differentiation and Positioning Strategy of Brands.
CO2	Apply the Brand Equity models for designing Brand Building strategies
CO3	Designing Brand equity measurement and evaluate the opportunities for Brand extension.
CO4	Implement Brand Equity Measurement studies and conduct Brand Audit
CO5	Design Brand Reinforcement and Brand Revitalization strategies.

Syllabus

Module 1

Brand and Brand Positioning

Concept of Brand, Significance of Branding for Consumers and for Firms, Segmentation and Targeting, Brand Positioning, Establishing the POPs and PODs, Perceptual Mapping. (6)

Module 2

Brand Equity

Concept of Brand Equity, Cost Based, Price Based and Customer Based Brand Equity. Keller's Brand Resonance Pyramid, Keller's Brand valueChain, Aaker's Brand Equity Model. (10)

Module 3

Building Brand Equity

Choosing Brand Elements to build Brand Equity, Designing Marketing Programs to Build Brand Equity, Marketing Communication to build Brand Equity
Leveraging Brand Equity: Evaluating the opportunity for Brand Extension, Guidelines for effective Brand Extension. (10)

Module 4

Measuring Brand Equity and Brand Audit

Brand Asset Valuator, Interbrand Method, Other Brand Measurement and Ranking methods
Brand Audit – Brand Inventory and Brand Exploratory. (7)

Module 5

Managing Brands Over time

Reinforcing and Revitalizing Brands,
Managing Brands over Geographic boundaries. (7)

Textbooks:

1. Strategic Brand Management, Keller, Parmeswaran & Jacob, Pearson (latest edition)

Reference books:

1. Brand Management, Kirti Dutta, Oxford Publishing
2. Brand Management, Y L R Moorthy, Vikas Publishing
3. Brand Asset Management, Scott M Davis, McGraw Hill
4. 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

Mapping of Course Outcomes onto Program Outcomes

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

MT521 R1- 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 : 3 L: 3T:0 P:0

Class schedule per week : 3
Class : MBA
Level : 5

Course objectives:

This course enables the students

1.	To develop an appreciation of the Characteristics and significance of Integrated Marketing Communication and role of the elements of the marketing communication mix.
2.	To explain the process of planning the advertising campaign.
3.	Outline the role of the various components of the World of Marketing Communication
4.	To develop an understanding of the process of designing the Media and Creative strategy for an advertising campaign
5.	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. to ensure achievement of the Marketing Objective with the given Communication Budget
CO3	Design the Creative Strategy for a Brand to ensure achievement of the Communication Objective
CO4	Design effective Media Strategy to achieve the communication objective
CO5	Measure the effectiveness of the Communication campaigns in achieving the communication and Marketing Objective,

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 The advertising world, Economic Social and Ethical issues in Advertising, Role of ASCI and other regulatory bodies. (8)

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. (5)

The Advertising Agency

Agency structure, the creative and production workflow, Client Agency relationship. (3)

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. (8)

Module 4

Media Strategy

Media types and their characteristics, Establishing the Media Objective, Using BDI and CDI in Media decisions, Media selection and scheduling, Establishing Reach & Frequency objectives, Audience Measurement, Media Buying. (8)

Module 5

Testing Advertising Effectiveness: Advertising evaluation, Various methods of Pre & Post testing. (4)

IMC & Web Advertising

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. (4)

Text books:

1. Advertising and Promotions; An IMC Perspective, Belch & Belch, McGraw Hill (latest Edition)
2. Advertising and Promotions, An IMC Perspective, Shah & D'Souza, McGraw Hill (latest Edition)
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

Mapping of Course Outcomes onto Program Outcomes

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

MT 522 R1- Social Marketing

COURSE INFORMATION SHEET

Course Code : MT522
Course Title : Social Marketing
Prerequisite(s) : MT404
Credits : 3 L: 3T: 0 P:0

Class : MBA
Level : 5

This course enables the students to:

1.	Interpret the nature and significance of social marketing and its development process.
2.	Analyze the key aspects of social marketing environment.
3.	Explain the factors affecting various product, price, place decision in social marketing
4.	Relate the factors affecting in selection of various distribution channels.
5.	Determine the key aspects of sustainability and ethics for social marketing

Course Outcomes

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

CO1	Explain the scope, concepts and goals of social marketing.
CO2	Analyze the environment and recommend appropriate segmentation, targeting and positioning strategies for Social Marketing projects
CO3	Design pricing (incentives and disincentives) for Social Marketing programs
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

Syllabus:

Module 1: Introduction

Concepts, Definition, Scope, Steps in strategic Marketing planning process. (6)

Module 2: Analyzing social marketing environment

Determining research needs and options, conducting situational analysis. (6)

Module 3: Selecting target audience, objectives, and goals

Segmenting, evaluating, and selecting target audience, setting behavior objectives and goal, identifying barriers, Competition and Barriers. (6)

Module 4: Developing social marketing strategies

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. (6)

Module 5: Managing social marketing programs

Developing a plan for monitoring and evaluation, establishing budgets, and finding funding, creating an implementation plan, Sustainability, Ethical considerations. (6)

Text book:

1. Social Marketing: Behaviour Change for Social Good, Nancy R.Lee, Philip Kotler, Sage (Latest edition)

Reference book:

1. Social Marketing: Theoretical and practical perspectives: By Goldberg, Fishbein, Middlestadt

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

Mapping of Course Outcomes onto Program Outcomes

COs	Program Outcomes							
	1	2	3	4	5	6	7	8
1	1	1	1	1	1	1	1	1
2	3	2	2	2	1	2	2	1
3	3	2	2	2	1	2	2	1
4	3	2	2	2	1	2	2	1
5	3	2	3	1	1	2	2	1

MT 563 R1- Digital Marketing

COURSE INFORMATION SHEET

Course code	: MT
Course title	: DIGITAL MARKETING
Pre-requisite(s)	: NIL
Co- requisite(s)	: NIL
Credits	: 3 L: T: P:
	3 0 0
Class schedule per week	: 3
Class	: MBA
Level	: 5

Course Objectives:

This course enables the students to:

1	To develop an appreciation of the Characteristics and significance of digital marketing.
2	To create an understanding of the knowledge, concepts and skills needed in developing marketing strategy through digital channels.
3	The course seeks to familiarize with the concepts and techniques of social media marketing.
4	The course seeks to familiarize the participants with the concepts and techniques of social media analytics and web analytics.
5	To create an ability to understand different forms of digital marketing.

Course outcomes:

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

CO1	To gain insight into emerging digital revolution and its characteristics.
CO2	Able to develop Digital marketing strategy.
CO3	Develop an understanding of social media marketing.
CO4	Understanding social media, web analytics and social customer relationship management.
CO5	Ability to compare and differentiate the applicability of different forms of digital marketing.

Syllabus

Module 1

Internet penetration and digital commerce

Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0, Social media, Similarities and differences between online and offline marketing, Internet Marketing in India, Business response to emerging digital revolution, Digital devices, platforms, media, data and technology. (7)

Module 2

Digital marketing strategy

Digital conversion funnel: customer acquisition, conversion, and retention, Acquisition: search engine optimization, 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, designing digital marketing campaigns. (10)

Module 3

Social Media Marketing

Facebook Marketing, Instagram Marketing, LinkedIn Marketing, Twitter Marketing, YouTube Marketing, Paid and Unpaid Methods of Social Media Marketing Methods, Influencers on social media, concept of Influencer Marketing. (10)

Module 4

Social Media analytics

Data type and collection, structured and semi-structured data, social media metrics, social media ROI, PTAT (People Talking about That). Analyzing unstructured data: text mining, social customer relationship management (SCRM), Web Analytics through Google Analytics Big data, Internet of things. (8)

Module 5

Other forms of Digital Marketing

Mobile Marketing, E-mail Marketing, content marketing, Online Reputation Management, Affiliate Marketing. (5)

Text Books

1. Digital Marketing, Seema Gupta, McGraw Hill, 3rd ed.
2. Fundamentals of Digital Marketing, Punit Bhatia (Pearson Education)

Reference Book

1. The Digital Marketing Planning, E. Giovannoni, Brisbane: Chasefive.com.
2. The 7 Critical Principles of Effective Digital Marketing, Kasim Aslam, The Stone Soup Hustler Publication.

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

Mapping of Course Outcomes onto Program Outcomes

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

Human Resource Management

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	: 3
	L: T: P:
	3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students to:

1.	To understand the basics of human resource planning, nature of human resource planning and models related with manpower planning/audit concepts.
2.	To analyze different environmental factors and its impact on human resource planning.
3.	To understand the concepts of Workload Analysis in Human Resource Planning.
4.	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.
5.	To understand the basic concepts of Human Resource Accounting, Auditing and 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 in HR domain
CO5	Evaluate the new business models and make appropriate plan for further action.

Syllabus

Module 1- Introduction of Human Resource Planning and impact of Environments on HRP:

Concept, Definitions, Evolution, Nature, Objectives, Significance of Human Resource Planning. Steps in Human Resource Planning, Factors Influencing Human Resource Planning, Influence of Technological, Social, Economical and Political Environment on Human Resource Planning. (8)

Module 2- Determination of Human Resource Needs:

Time Scale of Human Resource Forecasts. Workload Analysis - Quantitative tools: Time Series Analysis, Moving 90Averages Method, Exponential Smoothing Method, Managerial Judgment Method, Qualitative Tools: Delphi Technique, Nominal Group Method. (7)

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. (7)

Module 4- Productivity and Human Resource Planning:

Concept, Defining productivity and factors Improving/affecting Productivity, Concept of Total Factor Productivity, Concept of 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, Concept of HR Accounting and HR Audit and its Implications. HRIS: Concept, Stages, Models, Contents, Features and Current Trends in HRIS. (8)

Text Books:

1. Human Resource Planning, Dipak Kumar Bhattacharya, Excel Books.
2. Manpower Management, R. S. Dwivedi, McGraw-Hill.
3. Human Resource Planning & Audit, Sekhri Arun, Himalaya Publishing House.
4. Manpower Planning and Strategic Change Dr. Sujit Kumar Acharya and Prof. Santosh Kumar Tripathy, Himalayan Publishing House, 2017.

Reference Books:

1. Manpower Planning and Control, Gorden and Mcbeath, McGrawHill.
2. Manpower Planning Strategy and Techniques, Edward Leek, Love ridge Luembey and Morgan Silver, Prentice Hall India.
3. Strategic Human Resource Planning, Belcourt Monica & Kenneth J, Cengage Learning.
4. Human Resource Planning & Audit, Sekhri Arun, Himalaya Publishing House
5. Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House. 5th Edition 2022.
6. Human Resource and Personnel Management- K. Aswathappa - Tata Mc Graw Hill Publishing Co. Ltd. 8th Edition 2017.

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 524 R1- 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	: 3
	L: T: P:
	3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students to:

1.	Explain the concept, significance and importance of industrial relations and describe its application in managerial decision.
2.	Explain and analyze Trade Union and Collective Bargaining and demonstrate its effect on industrial peace and harmony leading to attainment of organizational objectives.
3.	Analyze different industrial dispute preventive and settlement machineries and promote industrial democracy.
4.	Familiarize 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	Analyze and anticipate areas of labour-management problems, realize the need for cooperative attitude at the place of work.
CO2	Evaluate the scope of bargaining and identify industrial problems.
CO3	Recognize 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- Overview of Industrial Relations Concept:

Nature, objective, scope and significance of Industrial Relations, System theory of industrial relations, Parties to Industrial Relations and their respective role, Factor determining Industrial Relations and challenges in maintaining Industrial Relations. (6)

Module 2- Introduction to the concept of Trade Union and Unionism:

Objectives and Functions of Trade Union, Trade Union Movement in India, Immunity granted to Registered Trade Unions, Types of Trade Union, Measures for Strengthening of Trade Unions. Trade Union Act, 1926- Objective & Scope, Procedure for Registration of Trade Unions. (7)

Module 3- Introduction to the concept of Collective Bargaining and Industrial Democracy:

Objectives and Significance of Collective Bargaining, Procedure of 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. (8)

Module 4- Regulative & Protective Legislations of Industrial Relations:

Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Strikes & Lock out, Retrenchment & Lay-off. Machinery for the settlement of Industrial Disputes.

Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker and Provisions related to Health & Safety and Welfare,

Industrial Employment (Standing Orders) Act-1946 Objective & Scope, Certification of standing orders. (8)

Module 5- Social Security Legislations of Industrial Relations:

Employees' Provident Fund Act 1952 - Objectives and Scope, Schemes under PF 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, Employer's Liability for compensation regarding Disablement, Doctrine of Notional Extension. (8)

Text Books:

1. Dynamics of Industrial Relations, C.B. Mamoria, Himalaya Publishing House, New Delhi. 16th Edition 2022.
2. Human Relations & Organisational Behaviour, R.S. Dwivedi, Macmillan India Ltd., New Delhi. 6th Edition 2001.
3. Industrial Relations in India, Shifting Paradigms, Ratna Sen Macmillan India Ltd., New Delhi. 2010.
4. Industrial Relations and Labour Laws, S.C. Srivastava, Vikas Publishing House, Noida, 8th Edition 2022.
5. Elements of Industrial Law, N.D. Kapoor, Sultan Chand, New Delhi. 2020.

Reference Books

1. Labour Laws one should know, Ajay Garg, Nabhi Publication, New Delhi, 2020.
2. Industrial Relations, C.S.Venkata Ratnam, Oxford Higher Education, 2017.
3. Bare Act for each prescribed Acts, Universal Law Publishing & Commercial Law Publishers.
4. Labour Laws Everybody Should Know, Kumar H.L., Universal Law Publishing Co., New Delhi, 2020.
5. Employee Relations Management- Test & Cases, D P Sahoo, Sage Texts(2020).

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 526 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	: 3
	L: T: P:
	3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:
Name of Teacher:	

Course Objectives

This course enables the students to:

1.	Describing the process of managing change, and perceiving the intrinsic patterns and attributes of change.
2.	Describe and discuss the general framework of OD diagnostic tools systematically.
3.	Analyze clarity and visualization about values, beliefs and assumptions of typical OD approach.
4.	Evaluating teams and work groups for holistic team effectiveness.
5.	Familiarizing the concept of power, politics and culture for Organization Development initiatives.

Course Outcomes

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

CO1	Demonstrate the knowledge of change management for implementing change under constraints and limited resources.
CO2	Given a problem draw the stakeholder's attention to overcome and improve organizational effectiveness.
CO3	Given a management problem determine critical areas that drive effective decision making processes for organizations success.
CO4	Analytical study of problems by applying appropriate tools and techniques for enhancing effectiveness of teams in multidisciplinary settings.
CO5	Outline the basis, role and tactics of power, politics and culture with its impact on Organizational 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. (7)

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 (7)

Module 3- Organisational 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 (8)

Module 4- Team Interventions:

Teams and Work Groups: Organisational Strategic unit, Importance of Teams as building blocks, Five Stages model of Group Development, Factors contributing towards Effective Team, Belbin Team Role Model, Common Team Problems and Interventions.

Techniques and Exercises: Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations Intervention (8)

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. (8)

Text Books:

1. Organizational Change and Development, Kavita Singh, Excel Books.
2. Organizational Change-Themes & Issues, Jim Grieses, Oxford.
3. Organizational Change and Development, Kumkum Mukherjee, Pearson Education India.
4. Organization Development and Change, Thomas G. Cummings & Christopher G. Worley, Cengage.
5. Change Management and Organizational Development, Ratan Raina, Sage.

Reference Books:

1. Essentials of Organizational Development, Dr. Mrs. Anjali Ghanekar, Everest Publishing House.
2. Organizational Development, Joan V. Gallos, Jossey Bass, Wiley
3. Organization Change: Theory and Practice, [W. Warner Burke](#) Sage Publications, Inc.

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

Mapping of Course Outcomes onto Program Outcomes

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

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	: 3
	L: T: P:
	3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students to:

1.	Understanding the nature and objective of Organizational Theory and Design.
2.	To explain the impact of environmental dynamics on Organizational Design.
3.	Analyzing organizational theory and design principles and simultaneously integrating Strategic Human Resource plans with business plans.
4.	Familiarizing the theory and design of organizational analysis and implementation concepts.
5.	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.	Identifying key functions and operations for Organizational Design.
CO2.	Define, explain, illustrate and reason with the key human resource management Concepts.
CO3.	Identifying the linkages between HRM functions, organizational design strategies, Structures and culture.
CO4.	Reflecting and commenting on various design processes responsive to HRM operations.
CO5.	Exhibiting behavioral performance that demonstrates enhanced competence in, rational thinking, oral and written communication, group leadership, problem-solving skills. Planning and teamwork with excellence in decision making through organizational design Strategies

Syllabus

Module 1- Introduction to Organizational Structure: Theory Meaning and Nature:

Meaning and nature of Organizational structure, Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization & Decentralization and Formalization. Theories of Organizational Design. (8)

Module 2- Types of Organizational Design:

Kinds of Organizational design- Simple, Bureaucracy, Matrix, Virtual, Boundary less & Leaner. Attributes – Differentiation & Integration. (7)

Module 3- Organizational Design & Employee Behavior Structural Difference:

Strategy, Size, Technology & Environment. Behavioral Implications of different Organizational Designs (8)

Module 4- Organizational Design Principles:

Design Principles Requisite Complexity, Complementary sets of Choices, Coherence, Active Leadership and Re-configurability Concept, Elements – External Environment, Inter organizational Relationships. (7)

Module 5- Organizational Design Process:

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 (8)

Text Books

1. Organizational Theory & Design, Richard L. Daft, South-Western, Cengage – Learning.
2. Organizational Theory & Design: Global Implication, Gareth R. Jones, Pearson Education.
3. Organizational, Change & Development, Kavita Singh, Excel Book.
4. Understanding Organizations: Organizational Theory and Practices in India, Madhukar Shukla, PHI Learning.

Reference Books:

1. Understanding Organizational Behavior, Sushama Khanna, Oxford.
2. Strategic Human Resource Management, Rajib Lochan Dhar, Excel Book.
3. 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

Mapping of Course Outcomes onto Program Outcomes

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

MT528 R1- COMPENSATION AND REWARDS

COURSE INFORMATION SHEET

Course code : MT528
Course title : Compensation and Rewards
Pre-requisite(s) : MT403, MT410
Co- requisite(s) : NIL
Credits : 3
 L: T: P:
 3 0 0

Class schedule per week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students to:

1.	To understand the basics of wage and salary administration, nature of wage and salary administration.
2.	To explain the foundation of compensation strategies and the wage concepts and also to make relation between wages and skill levels
3.	To analyze the changing trends in the determination of pay and the different payment methods adopted by the organizations.
4.	To familiarize with some changing trends in the determination of pay.
5.	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.	Analyze the contribution of a compensation system to the effectiveness of an organization.
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.

Syllabus

Module 1 – Introduction to Compensation

Definition of Compensation, basics concepts of Compensation (Wages, Salary, Benefits, DA, Consolidated pay, Equity based programs, Principles of compensation management, Commission, Reward, Remuneration, Bonus), Executive Compensation, Global Compensation and Expatriate Pay. (8)

Module 2 - Foundation of Compensation Management

Definition of Wages, Minimum wage, Fair and Living wage, Wage Policy, Legal Framework in wage payment, Theories of wages, Wage Determination and Factors Influencing payment of wage, (7)

Module 3 - Compensation Management Process

Definition of Job Evaluation, Job Evaluation Methods, Major Decisions in Job Evaluation. Definition of Job Analysis, Planning for a Job Analysis Program Techniques of Job Analysis. (7)

Module 4 – Pay Structure and Grade Structure

Concept of Pay Structure, Determining pay in line with pay policy, Need for more than one pay structure Pay range, Internal and External Equity, Introduction to the concept of Grade Structure, Types of Grade structure, Developing Pay Range and Pay Grade. (7)

Module 5 - Performance Linked Compensation

Introduction to the concept of Performance Based Pay System and its benefits. Designing Pay for Performance Plans, Merit based pay system, Incentive Plans and Types of Incentives, individual and organizational wide incentive plans Limitations of incentive plans. An overview of various types of reward; financial reward, non-financial reward, bonus scheme. (8)

Text Books:

1. Rewarding Excellence (pay strategies for the new economy, Edwarde.e. Lawler, Prentice-hall
2. Compensation and Reward Management, B D Singh, Sterling Publishers (P) Ltd.
3. Compensation Management, Dipak Kumar Bhattacharyya, Oxford.
4. Compensation Management: Text and Cases, Tapomoy Deb, Excel.
5. Compensation Management, Mousumi Bhattacharya & Nilanjan Sengupta, Excel.

Reference Books:

1. People Performance and Pay, Thomas. P.Plannery, David, Free Press.
2. Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward Michael Armstrong, Kogan Page.
3. Joseph.J. Martocchio, “Strategic Compensation- A Human Resource Management Approach”, Prentice Hall, 4thEdition, 2005.
6. Compensation and Reward Management, Pradip Kumar Das, Himalaya Publishing House.
7. Compensation and Reward Management, George Milkovich, McGraw-Hill Higher Education.
8. Compensation Management in a Knowledge Based World, Richard.i. Henderson, 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

Mapping of Course Outcomes onto Program Outcomes

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

MT529 R1- PERFORMANCE MANAGEMENT SYSTEMS

COURSE INFORMATION SHEET

.

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

Course Objectives

This course enables the students to:

1.	To understand the basics of management, nature of performance management, and it's objective
2.	To understand the process, approaches and techniques of performance Appraisal
3.	To develop an understanding of the concept of monitoring , mentoring and periodic review
4.	To understand the concept of performance measurement and strategies towards improving workplace productivity and performance
5.	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.	Develop their own perspective/understanding of the concept of planning, execution 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 of Performance, Prerequisites of performance management system, Objectives Characteristics and significance of Performance Management, difference between Performance Appraisal and Performance Management, factors affecting Performance Management, Performance Management process. (8)

Module 2- Performance Appraisal:

Concept and objectives of Performance Appraisal, Approaches to measuring performance, Determinants of performance, traditional and modern techniques of Performance Appraisal, Performance Appraisal process, appraisal interview, problems in Performance Appraisal. (8)

Module 3- Performance Planning Execution, Monitoring and Mentoring:

Objectives and significance of Monitoring Performance, principles of monitoring process. Concept, objectives and importance of Performance Planning; Concept and Characteristics of Performance Standards. Performance Execution and Monitoring- Concept, Objectives and Importance of Performance Execution and Monitoring; Identifying Factors for Poor Performance and Preparing Improvement Plans, Concept and Process of Performance Review. (8)

Module 4- Workplace Productivity and Performance Management:

Building and leading High Performing Teams (HPT), Strategies for improving workplace productivity and performance. Relationship between job satisfaction and organizational culture. Legal and Ethical Issues in Performance Management, Perspectives of Balanced Scorecard as a Strategic Performance Management Tool. (8)

Module 5- Counseling, Pay for Performance and Recent Trends in PMS:

Counseling- Difference among the Concepts of Coaching, Counseling and Mentoring; Pay for Performance- Types, Characteristics, Significance, Reasons for failure of pay for performance. Recent Trends in performance management system. (8)

Text Books

1. Handbook of Performance Management, Michael Armstrong & Angela Baron, Jaico Publishing House.
2. Performance Appraisal and Management, Dr. Davinder Sharma, Himalaya Publishing House.
3. Performance Management, Dr. C. Appa Rao, Wiley India.
4. Performance Management, A.S.Kohli, T.Deb, Oxford Higher Education.
5. Performance Management, Soumendra N. Bagchi, Cengage.
6. Performance Management (Text & cases), R. K. Balyan, Vikramender Singh Balyan & Suman Balyan, Himalaya Publishing House.

Reference Books:

1. Essentials to Performance Management System-Dr. Mrs. Anjali Ghanekar, Everest Publishing House.
2. Performance Management System, a holistic approach, B.D. Singh, Excel Books.
3. Performance Management, Prem Chadha, Macmillan India Ltd.
4. Armstrong Hand Book of Performance Management- Michael Armstrong, Kogan Page.
5. Performance Management: Designing Effective Systems and Processes; Robert Bacal (2021)
6. Performance Management: Theory and Practice; Herman Aguinis (2020)

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

Mapping of Course Outcomes onto Program Outcomes

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

MT530 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	: 3
	L: T: P:
	3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students to:

1.	To understand the basics of individual and group behaviour, nature and its objective
2.	To explain the impact of mental appraisal and personality and personality effectiveness
3.	To analyze different types of strategies and integration of group processed with business plans
4.	To familiarize with the learning and motivational process concepts.
5.	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. (7)

Module 2

Personality & Personal Effectiveness Introduction and theories of personality, personality-job fit theory. (7)

Module 3

Learning & Motivational Process Concept & theories of learning- Classical, conditioning & social. Concepts & theories of motivation-Maslow, Herzberg, Vrooms & Adams. (8)

Module 4

Team Building Process and Communication Introduction, formation, effective leadership and its role in team building, Process, effectiveness, feedback & fostering team culture (7)

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. (8)

Text Books

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

Reference Books:

1. Understanding Organizational Behaviour. Udai Pareek, Oxford University Press.
2. Groups Theory & Experience, Naper, Rodhey, W & Gershenfeld Mattik, 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

Mapping of Course Outcomes onto Program Outcomes

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

MT531 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	: 3
	L: T: P:
	3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students:

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

Course Outcomes

After the completion of this course, students will be:

CO1.	Describe the need for Strategic HR in diverse and 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 for and Importance of SHRM, Evolution of SHRM, Strategic Fit: A Conceptual Framework, Distinctive Human Resource Practices, Theoretical Perspective on SHRM (8)

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) (7)

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) (7)

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 (7)

Text Books

1. Strategic Human Resource Management, Tanuja Agarwala, Oxford University Press.
2. Strategic Human Resource Management, Rajiv Lochan Dhar, Excel Book.
3. Essentials of Strategic Human Resource Management, Anjali Ghanekar, Everest Publishing House.

Reference Books:

1. Strategic Human Resource management: A General Managerial Approach, Charles R. Greer, Pearson Education.
2. Strategic Human Resource Management and Development, Ekta Sharma, Pearson Education.



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

Assessment Tool	% Contribution during PO Assessment
End Sem Examination Marks	50
Quiz	30
Assignment	10
Seminar	10

Mapping of Course Outcomes onto Program Outcomes

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

MT 566- RECRUITMENT & SELECTION **

COURSE INFORMATION SHEET

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

Course Objectives

This course enables the students to:

1.	To explain the concept, significance and importance of recruitment and selection and describe its application in organizational effectiveness.
2.	To explain and analyze the training and identify the major steps involved in training programs.
3.	To interpret career & career planning and describe various actions taken for a career development program.
4.	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 system and design recruitment process.
CO2.	Evaluate methods of selection process and understand post selection activities of an organization.
CO3.	Recognize the organizational training needs and suitably meet them.
CO4.	Demonstrate ability to design succession plan in an organization.
CO5.	Identify critical issues in career development of employees

Syllabus

Module 1- Introduction to Recruitment:

Meaning and Definition, Importance of Recruitment, Process of Recruitment, Factors Affecting Recruitment, Methods of Recruitment, Internal and External Sources of Recruitment, Recruitment practices in India, Measuring the effectiveness of Recruitment Program. (8)

Module 2- Introduction to Selection:

Steps followed in the selection process. Methods of Selection and need for Scientific Selection. Post Selection Activities: Induction, Placement, Promotion and Transfer, transfer policies & types. (7)

Module 3- Introduction to Training Concept:

Need and importance of Training, Identification of Training Needs, Steps in Training Program, Methods of imparting Training, Training Procedure, Evaluation of Training Program, Recent Developments in imparting Training. (8)

Module 4- Introduction to the concept of Career Planning & Development:

Process of career planning, Need for career planning. Career planning and Succession Planning- Features, Advantages & Limitations, Career Stages, Career path and Career goal. (7)

Module 5- Executive Development:

Concepts and Objectives, Importance & Factors of Executive Development, Process-Methods and Evaluation of Executive Development, Concept of Competency Mapping. (7)

Text Books:

1. Human Resource Management, Gary Dessler, B. Varkkey, Pearson Education.
2. Employee Training and Development, Raymond A, NOE, Pearson Education.
3. A Text Book on Human Resource Management, C.B. Mamoria, Himalaya Publishing House.

Reference Books:

1. Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning.
2. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, McGraw Hill International.
3. Human Resource Management, John M Ivancevich, 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

Mapping of Course Outcomes onto Program Outcomes

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

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 : 3
L:T:P: 3 0 0
Class schedule per week 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students to:

1.	To impart knowledge about Indian financial system and Indian financial market and its assets
2.	To develop knowledge Money market and its players and instruments along with legal framework of Indian financial system
3.	To introduce organizational structure of RBI and Monetary Policy
4.	To develop sound knowledge about functions of commercial banking and its fund based business.
5	To introduce functions of the world bank and International Financial Market.

Course Outcomes

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

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

Syllabus

Module1 (7 Lectures)

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)

Module 2 (8 Lectures)

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, FERA.(The module deals with country specific legal framework)

Module 3 (6 Lectures)

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)

Module 4 (8 Lectures)

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.

Module 5 (7 Lectures)

International Market and Financial Services International Financial Institutions - International Monetary Fund, Asian Development Bank World Bank. International Financial Market, International Financial Assets and Services.

Text Books (Latest Edition)

- 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

Reference Books

- R1 Management of Financial Services, Bhatia and Batra, Deep & Deep Publication
- R2. Management of Banking and Financial Services, Padmalatha Suresh, Pearson
- R3. Financial Services, Dr. S Guruswamy, Tata McGraw Hill
- R4. Money and Capital Markets, Peter S. Rose & Milton H Marquis, McGraw Hill
- R5. Foundations of Financial markets and Institutions, Fabozzi, Modigliani, Jones & Ferri, Pearson Education
- R6. 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

Mapping of Course Outcomes onto Program Outcomes

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

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	: 3
L: T:P:	3 0 0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students:

1	To impart knowledge in Investment decision making with understanding of classification of investors and different investment channels
2	To give knowledge of functioning of capital and money market focusing the concept valuation of different financial instruments/claims dealt in the financial market
3	To give knowledge of risk management understanding the concept of technical and fundamental analysis of risk for investment decision making
4	To impart knowledge of portfolio management with understanding of different models of modern portfolio management
5	To define as well as explain the derivatives (<i>options and futures</i>) 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 securities to analyze their performance.
CO4.	Differentiate between various financial instruments based on their valuation as an investment manager and have an understanding of different financial derivatives 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 (7 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 (6 Lectures)

Risk & Returns Meaning & Concept, Measurements of Risk and Return – Mean, Standard Deviation & Variance, Classification of Risk, and Management of Risk.

Module 3 (7 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, Future Contracts— features, Advantages and Disadvantages, Options—Call Options, Put Options, Uses of Options.

Module 5 (8 Lectures)

Portfolio Management: Markowitz Portfolio Model, Sharpe Model, CA PM, Portfolio Management process, Portfolio Management Strategies, Portfolio Revision & Evaluation.

Text books: (Latest Edition)

- T1. Investment & Portfolio Management, Prasanna Chandra, Tata McGrawHill
- T2 Security Analysis & portfolio Management, S Kevin, PHI Learning
- T3 Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing

Reference Books

- R1 Security Analysis and Portfolio Management, Fischer & Jordan, PHI
- R2 Investment Analysis and Management, Charles P Jones, John Wiley
- R3 Modern Investment Theory, Haugen Roberts, PHI
- R4 Fundamentals of Investments, Alexander, Gordon, Jeffery, and Sharpe Williams

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

Mapping of Course Outcomes onto Program Outcomes

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

MT506 CORPORATE FINANCE

COURSE INFORMATION SHEET

Course code: MT506 Course title:

CORPORATE FINANCE

Pre-requisite(s):

MT402, MT415

Co- requisite(s): NIL

Credits:3 L:3 T:0 P:0

Class schedule per week: 3

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

1	The course develops frameworks for better understanding of financial principles and practices in the corporate world.
2	To understand and analyze financial statements for corporate decision making using different tools for valuation of corporate bonds and stocks.
3	To impart Knowledge for understanding of different financial models and theorems.
4	To explain investment proposal with different financing aspect
5	To provide the conceptual background of 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 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 decisions 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 entities.
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 and corporate growth, Impediments to Wealth maximization, Financial Statement Analysis: Common Size Statement and Comparative Statement, Ratio Analysis, Financial Forecasting.

Module 2 (7 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 (7 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 (8 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 (Latest Edition):

- 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

Reference Books:

- R1 Corporate Finance -Theory and Practice, Vishwanath S.R., Response Books (A division of Sage Publications)
- R2. Corporate Finance, Theory and Practice, Pierre Vernimmen, John Wiley & Sons
- R3. 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

Mapping of Course Outcomes onto Program Outcomes

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

MT507 R1-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	:3
L:3 T0:	P:0
Class schedule per week	3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students:

1	To introduce international finance theory (e.g., exchange rate determinants, foreign exchange exposure, foreign exchange markets, interest rate parity).
2	To understand the structure of the balance of payments and main relations between economic transaction in the balance of payment
3	To familiarize the motivation of participants in foreign exchange markets (arbitrage, speculation, hedging)
4	To understand the type of foreign exchange operations (spot, forward, FX swaps, currency swaps, futures and option)
5	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 the 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 (7 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 (10 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 (10 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 (7 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 Books (Latest Edition)

- T1. International Financial Management, Vuyptkesh Sharan, PHI
- T2. International Financial Management, P G Apte , Tata Mcgraw Hill Publication
- T3. International Finance, Theory and Practice, V.A. Avadhani, Himalaya Publishing House

Reference Books

- R1. International Financial management, Jeff Madura, Thomson Publication
- R2. International Finance: Theory into Practice, Piet Sercu, Princeton University Press
- R3. International Finance, Maurice D. Levi, Taylor & Francis Group
- R4. International Financial Management, Beka ret & Robert, 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

Mapping of Course Outcomes onto Program Outcomes

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

MT508 CORPORATE TAXATION

COURSE INFORMATION SHEET

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

Course Objectives

This course enables the students to:

1	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.
2	To give an understanding of the relevant provisions of Direct Tax Code.
3	To provide students with a working knowledge of the fundamental tax principles and rules that apply by companies and individuals.
4	To be able demonstrate knowledge of the concepts, principles, and rules of taxation of individuals and small businesses.
5	To be able to 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 analyze 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 (7 Lectures)

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.

Module 2 (7 Lectures)

Deductions & Exemptions Deduction and Exemption in Additional Tax on Undistributed Profit, Companies Profit, Computation of Tax Liability.

Module 3 (8 Lectures)

Tax Planning Meaning and Scope, Planning and Location of Undertaking, Type of Activities, Ownership Pattern, 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

Module 4 (7 Lectures)

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.

Module 5 (7 Lectures)

Goods & Service Tax (GST) in India –concept, features advantages and Limitations, GST Model- Dual GST Model, Applicability of GST, Comprehensive structure of the GST model-Australian Model-Canadian Model

Text Books (Latest Edition)

- T1. Taxman, Nabhi Publication
- T2. Taxation, Ahuja, Malhotra Publication

Reference Books

- R1. Corporate Taxation, Kaushal Kumare Agrawal, Atlantic Publishers & Distributors
- R2. Corporate Taxation, Vinod Singhania, Taxman
- R3. Corporate Taxation, Girish Ahuja, Mayur Paperback.

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

Mapping of Course Outcomes onto Program Outcomes

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

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 : 3
L :3 T:0 P:0
Class schedule per week: 3
Class : MBA
Level : 5
Name of Teacher:

Course Objectives

This course enables the students:

1	To impart comprehensive knowledge in field of Derivatives with understanding of the terminology and concepts in identifying Instrument and Role in Financial Risk
2	To give knowledge of different type of Financial Instrument i.e. Forward, Future, Options and Swaps and their principle & Process and Strategies
3	To develop sound knowledge of the Financial Swaps, types and structure and evaluation of market in Practical Environment
4	To impart knowledge of foreign exchange exposure with understanding of different tools and Strategies
5	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 (7 Lectures)

Introduction Derivatives -Definition, Objectives, Types of Derivatives, Instruments, Roles in Financial Risk Regulatory FrameWork, 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 (8 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 (8 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 (7 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.

Text Books (latest Edition)

T1. Management Of Financial Derivatives – S. Kevin, PHI

T 2 International Financial Management- P G. Apte-Tata Mcgraw-HillPublication

T3. Derivatives & Risk Management- Rajiv Srivatava, Oxford University Press

T4. Financial Derivatives: Pricing and Risk Management, Robert W. Kolb, John Wiley & Sons

Reference Books

R1. Derivatives Products and Pricing, Satyajit Das, John Wiley and Sons R2.

Derivatives & Risk Management-Sundaram Janakiramanan, 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

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

MT510 R1- CORPORATE ACCOUNTING

COURSE INFORMATION SHEET

Course code: MT510

Course title: Corporate Accounting

Pre-requisite(s): MT402, MT415 Co-requisite(s): NIL

Credit :3

L:3 T:0 P:0

Class schedule per week: 3

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

1	To develop sound knowledge on formation of companies and its accounting procedures including equity share capital, preference share capital and debentures
2	To develop capabilities in analyzing company's final accounts
3	To impart knowledge on valuation of company's goodwill and shares
4	To develop comprehensive knowledge on amalgamation, absorption, external reconstruction and liquidation of companies
5	To develop sound knowledge on legal provisions of holding company's accounts 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 in India and the accounting procedures for issue of Equity Shares
CO2	Prepare an 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	Assess the accounting requirements for amalgamation, absorption, external Reconstruction and Holding companies.

Module 1 (10 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.

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 (8 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 (10 Lectures)

Amalgamation, Absorption and External Reconstruction, Meaning and Types of Amalgamation, 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

Textbooks (Latest Edition):

- T1. Advanced Accountancy, Hrishikesh Chakravarty, Academy Press
- T2. Modern Accountancy, Amitabh Mukherjee & Md Hanif, Tata Mcgraw Hill Publication
- T3. Corporate Accountancy, S.N. Maheshwari, S.K. Maheshwari, Vikas Publication
- T4 Corporate Accounting, V. Rajsekaran, R. Lalitha, Pearson Publication.

Reference Books:

- R1. 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.

**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

Mapping of Course Outcomes onto Program Outcomes

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

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 : 3
L:T:P :3 0 0
Class schedule per week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students to:

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

Course Outcomes

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

CO1	Analyze 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 organization 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 concept of Cost Management Information System of effective reporting for different level management along with cost audit.

Syllabus

Module 1 (8 Lectures)

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.

Module 2 (7 Lectures)

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.

Module 3 (7 Lectures)

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).

Module 4 (7 Lectures)

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.

Module 5 (7 Lectures)

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.

Textbooks (Latest Edition):

- T1. Cost Accounting, Charles T Horngren, Pearson Education
 T2. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage
 T3. Cost Accounting, M N Arora, Vikas Publication

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 Y Khan and P K Jain, Tata Mc Graw Hill Publication
 R5. Cost Accounting, Charles T Horngren, Pearson Education
 R4. 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

Mapping of Course Outcomes onto Program Outcomes

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

MT512 BEHAVIORAL FINANCE

COURSE INFORMATION SHEET

Course code: MT512

Course title: Behavioral Finance Pre-requisite(s) : MT402, MT415 Co-requisite(s) : NIL

Credits:3

L:3T:0 P:0

Class schedule per week: 3 Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

1	To impart knowledge about the differences between a behavioral finance Perspective and a traditional finance perspective.
2	To develop knowledge about the cognitive biases and errors of judgment that affect financial decisions.
3	To develop sound knowledge in behavioral investment decisions.
4	To impart knowledge in behavioral influences involving corporate (executive) financial decisions.
5	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 (7 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 (7 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 Overconfidence.

Module 3 (7 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 (7 Lectures)

Behavioural aspects of Investing: Investor behaviour, Behavioural Portfolio Theory, Knowing yourself: Psychographic Models, Guidelines for overcoming psychological biases,

Module 5 (8 Lectures)

Behavioral Corporate Finance: Valuation, Capital Budgeting, Capital Structure, Dividend Policy, Mergers and Acquisitions, Building a smart organization: Challenges, accounting, Financial Planning, Incentives, Information Sharing, Group Processes.

Text Books (Latest Edition):

- 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

MT553 BANK MANAGEMENT

COURSE INFORMATION SHEET

Course code: MT553

Course title: Bank Management

Pre-requisite(s): MT402, M415

Co- requisite(s): NIL

Credits :3 L T P

3 0 0

Class schedule per week: 3

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

1	To understand functions of commercial banks in modern banking environment including diverse areas of international banking
2	To develop knowledge about country's central banking system with special reference to Reserve Bank of India
3	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
4	To understand merchant banking activities of commercial banks
5	To develop sound knowledge in managing Non-Performing Asset (NPA) of commercial banks

Course Outcomes

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

CO1	Explain the structure and functioning of the Indian banking system
CO2	Explain 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	Explain the recommendations of BASEL committee and the role of international development banks

Syllabus

Module 1 (7 Lectures)

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 (7 Lectures)

Need of Central Banking, Central Banking vs. Commercial Banking, Establishment of Reserve Bank of India, Functions of RBI.

Module 3 (8 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 (7 Lectures)

NPA – Definition & Concept, Remedial and Corrective measures in managing NPAs. Recent Regulations on Commercial Banks in India – prudential norms, Capital adequacy norms and SARFAESI Act 2002

Module 5 (7 Lectures)

International Regulations- Basel Committee & Basel Norms ; Role of EXIM Bank, Role of IMF, Role of Asian Development Bank.

Text books (Latest Edition):

T1: Financial Markets , Institutions & Financial Services, Clifford Gomez, PHI

T2: Foreign Exchange and Risk Management, C. Jeevanandam, Sultan Chand

T3: International Business -Text & Cases, Francis Cherrunilam, PHI

Reference books:

R1: Management of Indian Financial Institutions, R.M.Srivastava, Himalaya Publication R2: International Financial Management, Vyptakesh Sharan, Prentice Hall of India Pvt. Ltd., New Delhi.

R3: Elements of Banking and Insurance, JyotsnaSethi and Nishwan Bhalla, PHI

MT554 Insurance Management

COURSE INFORMATION SHEET

Course code : MT 554
Course title : Insurance Management
Pre-requisite(s) : MT402, MT415
Co- requisite(s) : NIL
Credit : 3
L:3 T:0 P:0

Class schedule per week: 3 Class

: MBA

Level :5

Name of Teacher:

Course Objectives

This course enables the students:

1	To gain knowledge of concept and role of insurance in economic development of the country
2	To understand the legal framework of Insurance business discussing the role of IRDA.
3	To describe different types of insurance covers and risks involved therewith
4	To clearly understand the role of an Insurance Manager and knowledge of claim settlement Process
5	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	Comment on 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	Compare the features of different types of insurance products and suggest suitable ones 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 (7 Lectures)

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 (7 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 (7 Lectures)

Types of Insurance - Life Insurance, Fire Insurance, Marine Insurance, Cargo Insurance and Hull Insurance, Motor Insurance, Health Insurance, Liability Insurance.

Module 4 (7 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 (8 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,

Text Books (Latest Edition):

T1: Principles of Insurance- InsuranceInstitute of India, Mumbai T2: Practice of Insurance- Insurance Institute of India, Mumbai

Reference book:

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 555 RISK MANAGEMENT

COURSE INFORMATION SHEET

Coursecode : MT 555
Course title : RiskManagement
Pre-requisite(s) : MT402,MT415
Co-requisite(s) : NIL
Credits : 3
L: T:P: :3 0 0
Class schedule per week 03
Class :MBA
Semester/Level :5
Name of Teacher :

Course Objectives

This course enables the students to:

1.	Understand different types of market risks (FX risk, Interest rate risk, equity risk as well as Credit risk).
2.	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).
3.	To describe a sound introduction to the discipline of Risk Measurement concept and calculation using different models.
4.	Understanding international financial markets, international parity conditions, currency futures and futures markets.
5.	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:

CO1	Demonstrate an understanding of market and the risk associated to the impact of globalization and diversity in modern Era.
CO2	Analyze and identify factors that cause exchange rates to change.
CO3	Do risk assessment as a result of their knowledge of the risk management process.
CO4	Demonstrate knowledge of Financial Market, theories, and models, and techniques and practices in all the major business disciplines including the areas of Trading (Currency and Derivatives)
CO5	Provide a realistic assessment of those risks along the risk management matrix

Syllabus

Module1(6 Lectures)

IntroductionRisk: An overview, evolution and the environment, Definition (Market, credit, liquidity, operational), Identification of different type of risk (currency, Interest rate, commodity)

Module 2 (8 Lectures)

Foreign ExchangeForeign exchange markets, operations Exchange rate mechanism, dealing, position, accounting &Reporting. Foreign exchange market in India. Foreign Exchange exposure: Concept Types; Transaction exposure, Translation exposure, economic exposure, hedging of exchange risk-conceptsandmethods

Module3 (7 Lectures)

Risk MeasurementMeasuring risk using Value at Risk, Concept and Computation of Value at Risk. Using Variance-covariance approach, Calculating portfolio risk of more than one asset.

Module4 (8 Lectures)

Currency MarketOverview, currency risk analysis in global investing, Interest Rate parity (Covered and uncovered) yen-carry trade syndrome, risk environment in India forex markets forwards and non-deliverables forwards, cross currencyriskanalysis.

Module5 (7 Lectures)

Risk ManagementAnIntegrated Risk Management framework, Operational, An integrated approach to risk management ratings and risk in Institutions, Risk Budgeting and Setting Risk limits, limits using notional, stop loss and Var based limits establishing tradinglimits.

Text Books (Latest Edition):

1. International Financial management –VyuptakeshSharan
2. Foreign Exchange and Risk Management – C.Jeevanandan

Reference Books:

1. Financial Management – M YKhan

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,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		

MT556 INTERNATIONAL BANKING

COURSE INFORMATION SHEET

Course code : MT 556
Course title : International Banking
Pre-requisite(s) : NIL
Co- requisite(s) : NIL
Credits : 3
L: T:P: :3 0 0
Class schedule per week :3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students o:

1	Understand the concept of internationalization and analyze various Financial intermediation function; to reduce lending risks.
2	Assess and analyze the past and present international financial institutions and relate this information to trade, finance, and investments.
3	Describe how the bank works in the international market , identify the different types of accounts and their impact on balance of payment.
4	Analyze spot and futures foreign exchange markets and how international organizations operate and integrate the spot and futures in international trade and financial transactions.
5	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	Explain 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	Explain the basic mechanics of currency forwards, futures and options.
CO5	Identify and implement a variety of different strategies to manage foreign exchange markets and trade documents.

Syllabus

Module 1 (7 Lectures)

Internationalization- 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.

Module 2 (7 Lectures)

International economic order- World Trade and its trends; world monetary trends; role of GATT; role of WTO

Module 3 (7 Lectures)

Role of banks in international trade- Functions of foreign exchange department of bank; correspondent relationship between banks; foreign currency accounts; balance of payments, off-shore banking

Module 4 (8 Lectures)

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

Module 5 (7 Lectures)

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.

Text Books (Latest Edition):

- T1. Foreign exchange and risk management By C. Jeevanandam
- T2. Money, banking and international trade by M. C. Vaish, Paperback

Reference Books:

- R1. International Business -Text & Cases, Francis Cherrunilam, PHI
- R2. International Financial Management, Vyptakesh Sharan, Prentice Hall of India Pvt. Ltd., 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

Mapping of Course Outcomes onto Program Outcomes

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

MT 561 R1- FINANCIAL PLANNING AND CONTROL

COURSE INFORMATION SHEET

Course code : MT R1 561
Course title : FINANCIAL PLANNING AND CONTROL
Pre-requisite(s) : MT402, MT415
Co- requisite(s) : NIL
Credits : 3
L: T: P: : 3 0 0
Class schedule per week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students will be able to:

1	Develop a foundation for better understanding of financial planning and control systems
2	Gain understanding of different aspects of budgetary control.
3	Develop sound knowledge about the different techniques of managing current assets efficiently.
4	Get oriented on the various management decision problems.
5	Learn about techniques of earnings management.

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 techniques of earnings management to enhance the corporate earnings.

Syllabus

Module 1 (7 Lectures)

Introduction - Concept & Need for Financial Planning and Requisites for Effective Planning. Concept and need for control, Designing financial control systems, Lean Accounting, Responsibility Accounting

Module 2 (8 Lectures)

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.

Module 3 (7 Lectures)

Current assets management -Working Capital Estimation, Cash Management Techniques, Techniques for Management of Receivables, Strategies for planning Management and control of current assets.

Module 4 (7 Lectures)

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.

Module 5 (7 Lectures)

Earnings Management-Concept, Purpose and Advantages, Techniques of Earning Management- Big Bath, Cookie Jar Reserves, Operating Activities, Materiality and Revenue Recognition. .

Text Books (Latest Edition):

T1: Horngren et al- Introduction to Management Accounting, Pearson Prentice Hall.

T2: Planning and Control: A Framework for Analysis, Robert N. Anthony

T3: Decision Phenomena & the Management Account, Chattopadhyay

T4:Introduction to Financial Planning- Indian Institute of Banking & Finance

Reference Books:

R1: Budgetary Planning and Budgetary Control, Welch

R2: Management Control System Cases and Readings, Antony Dearden & Vancil R3:

Financial Policies of Corporation Vol.I & Vol.II, Dewbg

R4: Financial Planning & Analysis and Performance Management, Jack Alexander

R5: Earnings Management-Emerging Insights in theory, practice & Research, Joshua Ronen, Varda Yaari. Springer

Direct Assessment

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

INFORMATION TECHNOLOGY

MT 532 Decision Science for Business Modelling*

COURSE INFORMATION SHEET

Course code	: MT532
Course title	: Decision Science for Business Modeling
Pre-requisite(s)	: MT405
Co- requisite(s)	: NIL
Credits	: 3 L:3 T:0 P:0
Class schedule per week	: 3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objective

This course enables the students in:

1.	Problem identification and formulation.
2.	Model selection and use.
3.	Interpretation of the results of a statistical analysis.
4.	The final and most important part is the interpretation of the results of the Analysis.
5.	Communicate the results of a statistical analysis to a business audience.

Course Outcomes

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

1.	Evaluate problem identification and formulation.
2.	Analyse different model and its selection and use.
3.	Interpret the results of a statistical analysis.
4.	Understand and interpret of the results of the analysis.
5.	Apply the results of a statistical analysis to a business audience.

Syllabus

Module 1 (10 Lectures)

Introduction to decision making, Data collection, Primary and secondary, measures of central tendency, measures of Dispersion.

Module 2 (10 Lectures)

Correlation Analysis - Simple and Partial, techniques, problems. Regression Analysis - Simple and Multiple, Multivariate Regression Analysis, techniques and problems, Business forecasting, Time series Analysis, real life business Application

Module 3 (6 Lectures)

Distribution Theory- discrete and continuous, Sampling distribution, Estimation Theory, Testing of

Hypothesis.

Module 4 (8 Lectures)

Multivariate Analysis, Multiple regression analysis Factor Analysis and Principal Component Analysis, techniques and cases.

Module 5 (8 Lecture)

Structured Equation Modelling- Basic concepts, MRA vs. SEM, Application of SEM to decision making problems.

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 by Wisniewski
2. Statistics for Management by Levin and Rubin, 7th Edition
3. Maruyama, G. M. (1998). *Basics of structural equation modeling*. Thousand Oaks, CA: Sage Publication.

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 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 –

- Student Feedback on Faculty
- Student Feedback on Course Outcome

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	3	3	3	3	2	2	2	2
2	2	2	2	3	2	3	2	2
3	1	1	1	2	1	2	2	2
4	1	1	1	2	1	2	2	2
5	2	2	2	1	2	2	1	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,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 R1- RELATIONAL DATABASE MANAGEMENT SYSTEM

COURSE INFORMATION SHEET

Course code : MT 538
Course title : Relational Database Management System
Pre-requisite(s) : MT406, MT 413
Class schedule per week : 3
Credits : 3 L:3 T:0 P:0
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students will able to:

1.	Understand the importance of a DBMS over the file system.
2.	Understanding the need, architecture, designing and application of an RDBMS.
3.	Understand and use a 4GL, SQL
4.	Understand about recovery system of a database in case of an emergency
5.	Have ideas about different database architectures.

Course Outcomes

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

1.	Describe basic concepts of database management system.
2.	Understand and create an RDBMS schema after proper normalisation.
3.	Use and retrieve data and information from an RDBMS using SQL.
4.	Design and initiate recovery system of a database in case of an emergency
5.	Be competent in use of different database architecture according to the needs.

Syllabus

Module 1 (8 Lectures)

Introduction: Overview of File System, Database System, Database Management System – Definition, Purpose, Application & Types, Data Abstraction, Data Model, Database Languages, Database Architecture, Database Users, Database Administrator.

Module 2 (10 Lectures)

Relational Database Concepts: Introduction to Relational Database Management System, (RDBMS) Relational data Model, Features of RDBMS, Schema Diagram, Integrity Constraints, Functional Dependencies, Decomposition of Relational Schema, Normalization (1NF,2NF,3NF,BCNF).

Module 3 (10 Lectures)

Introduction to SQL: Introduction, Data Types, Data Definition Language (DDL), Data Manipulation Language (DML), Data Control Language (DCL), Join, Set Operations - Authorization and Integrity Specifications, Transaction Control Statements.

Module 4 (6 Lectures)

Recovery System Types of failures, Storage Structures, Recovery and Atomicity, Advanced Recovery Techniques- Transaction Rollback, Checkpoint, Save Point

Module 5 (8 Lectures)

Database Architecture: Client Server Architecture, Introduction to Distributed Database Systems, Introduction to Parallel Databases, Data Warehouse, Data Mining, Cloud Based Databases.

Text Books:

1. Database Management Concepts, Abraham Silberschatz, Henry F. Korth, Mc Graw-Hill, 7th Ed.
2. Database Management System, C.J.Date, O'Reilly Media

Reference Books:

1. Elmasri Ramez and Navathe Shamkant, Pearson, 7th Ed.
2. Database Management System, Alex Leon, Mathews Leon, 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 CO Assessment
End Sem Examination Marks	50
Quiz (s)	30
Assignment	10
Seminar	10

Indirect Assessment –

Student Feedback on Faculty
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	3	1	2	1	2	2	1	2
2	3	3	3	2	1	3	2	3
3	3	3	3	2	2	2	1	3
4	2	1	3	1	1	3	2	1
5	3	2	3	1	2	2	2	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,CD8
CD2	Tutorials/Assignments	CO2	CD1,CD4,CD8
CD3	Seminars	CO3	CD1,CD2,CD4,
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
Pre-requisite(s) : Business Data Communication
Co- requisite(s) : MT406, MT 413
Credits : NIL
Class schedule per week : 3 L:3 T:0 P:0
Class : 3
Level : MBA
Name of Teacher : 5
:

Course Objectives

This course enables the students:

1.	To develop the basics of Communication Systems.
2.	To understand the error detection techniques in signalling.
3.	To familiarize with the different types of networks.
4.	To understand networking convention.
5.	To understand various aspects of mobile communication.

Course Outcomes

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

1.	Explain basic computer network technology.
2.	Understand and explain Data Communications System and its components
3.	Recommend the skills needed for sub netting and routing mechanisms.
4.	Enumerate and explain the layers of the OSI model and TCP/IP.
5.	Familiarity with the basic protocols of computer networks, and how they can be used to assist in network design and implementation

Syllabus

Module 1 (8 Lectures)

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.

Module 2 (10 Lectures)

Types of signals and LAN Topologies AM, FM, PM, PCM, PDM, TDMA, FDMA, SDMA, CDMA, ASK, FSK, PSK Features-Error detection and correction codes, Hamming codes, Workstation, Server, Cables, Types of Ethernet, Broadband and base-band, Optical Fibbers', Network Interface Card. Networks and accessories-LAN, MAN, WAN, Hub, Bridges, Switches, Routers, Gateways Cell Relay, Frame Relay, ISDN, B-ISDN.

Module 3 (8 Lectures)

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, Network Operating systems-Unix, Linux, Windows.

Module 4 (8 Lectures)

Mobile Communication and Data Network Security Applications of Mobile Communication, Wireless Communication-Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared& Light Waves, Mobile Internet

WML-Mobile IP, Wireless TCP& UDP, WAP, WML. Security requirements and Attacks Secrecy-Overview.

Module 5 (8 Lectures)

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.

Text Books:

1. Communication Networks, Widjaja L G, Tata McGraw Hill
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, Prentice Hall
4. Cryptography and Network security, Atul Kahate, Tata McGraw-Hill.

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 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 –

Student Feedback on Faculty

Student Feedback on Course Outcome

Mapping between Program Outcomes and Course Outcomes

Mapping of Course Outcomes onto Program Outcomes

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

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 R1- ENTERPRISE RESOURCE PLANNING

COURSE INFORMATION SHEET

Course code : MT 540
Course title : Enterprise Resource Planning
Pre-requisite(s) : NIL
Credits : 3 L:3 T:0 P:0

Class schedule/week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students will able to:

1.	To understand enterprise-wide information sharing and business process.
2.	To gain insight about how organizations achieve growth by implementing ERP and gauge different vendors of ERP.
3.	To train the students to understand the ERP related technology with regards to Internet and cloud computing.
4.	To understand role of ERP in integrating business functions.
5.	To train the students about challenges and issues in implementing ERP

Course Outcomes

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

1.	Examine the issues related to ERP adoption by various organization.
2.	Demonstrate various ERP modules and related technologies.
3.	Demonstrate effective implementation of ERP.
4.	Evaluate the features ERP software of various vendors.
5.	Demonstrate the recent trends in ERP and asses the success of ERP in any organization

Syllabus

Module 1 (12 Classes)

Introduction: Enterprise Systems, Evolution of ERP, Reasons for growth of ERP, Benefits, and risks , Roadmap for Successful ERP Implementation, ERP Packages.

Module2 (8 Lectures)

ERP and Related Technologies BPR, Data warehousing, Data mining, Online Analytical processing, Product Life cycle Management, Supply Chain Management, Customer Relationship Management.

Module 3 (8 Lectures)

ERP Implementation Objectives of ERP Implementation, ERP Implementation Life Cycle, Implementation challenges, Post implementation Activities, Success and failure factor of an ERP Implementation, ERP Operations and Maintenance.

Module 4 (6 Lectures)

Consultants, Vendors and Employees In-house implementation – Pros and Cons, Vendors, Contracting with vendors, Vendor Evaluation, Employee Resistance – Reasons, Dealing with it.

Module 5 (8 Lectures)

ERP Present and Future Enterprise Application Integration, ERP and e-Business , Emerging trends in ERP- Open Source, Web Enabled ERP and Wireless Technologies, ERP-II.

Text Books:

1. Alexis Leon, “ERP Demystified”, Tata McGraw Hill, New Delhi, 2007
2. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.
3. ERP – Leon & Leon, Tata McGraw Hill
4. ERP Concepts and Practices – Garg, V.K. and Venket, Krishna, PHI
5. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, WileyIndia, 2009

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

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 –

- Student Feedback on Faculty
- Student Feedback on Course Outcome

Mapping between Program Outcomes and Course Outcomes

Mapping of Course Outcomes onto Program Outcomes

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

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 543 R1-SOFTWARE ENGINEERING

COURSE INFORMATION SHEET

Course code	: MT 543
Course title	: Software Engineering
Pre-requisite(s)	: MT406, MT413
Co- requisite(s)	: NIL
Credits	: 3 L:3 T: 0 P:0
Class schedule per week	: 3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students to:

1.	Develop an understanding of Software process model.
2.	Familiarize with Software Requirement Analysis.
3.	Understand the Software Design Principles.
4.	Develop a knowledge of Software Testing activities.
5.	Understand the Software Quality Assurance mechanism.

Course Outcomes

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

1.	Understand the fundamental concepts of Software Engineering.
2.	Analyse the Software Requirements and Specifications.
3.	Acquire the knowledge of Software Design processes and models.
4.	Understand the Software Testing Techniques.
5.	Examine the quality of software through quality metrics and quality assurance Activities.

Syllabus

Module 1 (8 Lectures)

Introduction to Software Engineering

Introduction to Software engineering: Meaning of Software and Software Engineering --Software Process Models (Waterfall, Spiral, V and Agile) – Software Process Activities – Agile methodology – Agile v/s scrum.

Module 2 (10 Lectures)

Software Requirement Analysis: Requirement Analysis and Specification: Software Requirements: Functional and Non-functional Requirements – User Requirements –System Requirements –Interface Specifications -Software Requirement Document. Requirement Engineering Process: Feasibility Studies-Requirement Elicitation and Analysis – Requirement Validation –Requirement Management.

Module 3 (8 Lectures)

Software Design: Software Design: Design Process - Design Concept- Design Models – Architectural Design – Architectural Styles – Architectural Mapping Using Data flow. User Interface Design: Interface Analysis- Interface Design - Component level Design. Cohesion and Coupling – An overview.

Module 4 (10 Lectures)

Software Testing: Testing and Maintenance: Software Testing Fundamentals –Internal and External Views of Testing – White box Testing – Basis Path Testing – Control Structure testing – Black Box Testing – Regression Testing – Unit Testing – Integration Testing – Validation Testing –System Testing and Debugging – Software Implementation Techniques: Refactoring – maintenance and Re-Engineering.

Module 5 (6 Lectures)

Software Quality Assurance: Software Quality Metrics, Categories of Software Quality, Activities of Software Quality Assurance, Difference between verification and validation, Software Quality Control.

Suggested Readings:

Text Books:

1. Fundamentals of Software Engineering – Rajib Mal, PHI
2. Software Engineering (INDIA), Pressman, McGraw-Hill

Reference Books:

1. The elements of Programming, Kernighan and Plauger
2. Software Engineering, Ian Sommerville, Pearson

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 –

- Student Feedback on Faculty
- Student Feedback on Course Outcome

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

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

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		

MT 544 MULTIMEDIA AND WEB DESIGNING

COURSE INFORMATION SHEET

Course code	: MT 544
Course title	: Multimedia and Web Designing
Pre-requisite(s)	: MT406
Co- requisite(s)	: NIL
Credits	: 3 L:2 T:0 P:2
Class schedule per week	: 3
Class	: MBA
Level	: 5
Name of the Teacher	:

Course Objectives

This course enables the students to:

1.	Develop the understanding of establishing and managing website.
2.	Understand the basics of HTML.
3.	Understand the basics of Graphics.
4.	Understand the table design.
5.	Understand libraries and multimedia.

Course Outcomes

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

1.	Understand how to create an online site and upload, and webpage with Dreamweaver.
2.	Understand the difference between HTML and XHTML.
3.	Investigation of image properties.
4.	Understand table layout to organize the webpage.
5.	Understand and investigate a template and snippets and multimedia.

Syllabus

Module 1 (8 Lectures)

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, Update changed links.

Module 2 (8 Lectures)

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 web page.

Module 3 (8 Lectures)

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.

Module 4 (8 Lectures)

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.

Module 5 (10 Lectures)

Graphics and Animation: Understand the roles and responsibility of a multimedia design team, Participate on a design team understanding and applying effective project planning and time management on an individual and team level, 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 development industry.

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

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
Day to day performance & Lab files	30
Quiz (s)	15
Viva	15
End Semester Examination	25
Viva Voce	15

Indirect Assessment –

Student Feedback on Faculty

Student Feedback on Course Outcome

Mapping between Objectives and Outcomes**Mapping of Course Objectives onto Course Outcomes**

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

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 R1- SYSTEM ANALYSIS AND DESIGN

COURSE INFORMATION SHEET

Course code	:	MT 545
Course title	:	SYSTEM ANALYSIS AND DESIGN
Pre-requisite(s)	:	MT 406, MT 413
Co – Requisite(s)	:	NIL
Credits	:	3 L: 3 T: 0 P: 0
Class schedule per week	:	3
Class	:	MBA
Level	:	5
Name of the Teacher	:	

Course Objectives

This course enables the students to:

1.	Understand a system, different system models and about its development
2.	Have expertise on planning for a new system and the structured system analysis required for it.
3.	Develop a system and do its testing and quality checking
4.	Understand the importance of implementation in a system development.
5.	Understand the importance and need of documentation.

Course Outcomes

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

1.	Identify, analyse and develop a system systematically.
2.	Understand structured system planning and analysis using suitable tools.
3.	Design a system, test it and do the quality checking.
4.	Implement a system successfully and do the regular maintenance.
5.	Document the whole system analysis and development process.

Syllabus

Module1 (8 Lectures)

System Analysis and Phases of Development: System, Properties of a system, Elements of system, types of system,, categories of information system, Phases of SDLC , System models (Waterfall, Spiral, V and Agile), System Analyst – Role and Importance.

Module2 (12 Lectures)

System Planning and Structured Analysis: Requirements Analysis, SRS, Information Gathering Techniques, Feasibility Study, Types of Feasibility, Structured Analysis, Introductory concepts of Structured Analysis Tools – Entity Relationship Diagram, Data Flow Diagrams (DFD), Data Dictionary, Decision Tables, Structured English.

Module 3 (7 Lectures)

System Design, Testing and Quality Assurance: System Design, Types of System Design, Input Design, Output Design, Testing. Types of Testing, Rules for System Testing, Quality Assurance.

Module 4 (8 Lectures)

System Implementation and Maintenance: Training Methods – Instructor-led training and Self-based training, Conversion plan and conversion methods, System Maintenance, Introductory concepts to System Audit. Security. Risk Analysis

Module 5 (7 Lectures)

System Documentation: Introduction, Document Configuration, Maintaining a configuration, Project Reports.

Suggested Readings

Text Books

1. Introduction to Systems Analysis and Design, Igor Hawryszkiewicz, PHI
2. System Analysis and Design, Denis, Wixom and Roth, Wiley

Reference books

1. System Analysis and Design, Elias M. Awad, Galgotias
2. System Analysis and Design, Kendall & Kendall, Pearson

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 –

Student Feedback on Faculty

Student Feedback on Course Outcome

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

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 R1- COMPUTER AIDED MANAGEMENT

COURSE INFORMATION SHEET

Course code	: MT 546
Course title	: Computer Aided Management
Pre-requisite(s)	: MT406, MT413
Credits	: 3 L:3 T:0 P:0
Class schedule per week	: 3
Level	: 5
Class	: MBA

Course Objectives

This course enables the students to:

1.	Develop knowledge and understanding of decision support systems and practices
2.	To outline and integrate different dimensions of computer aided management arising from human resource management, information systems and strategic management.
3.	To outline and integrate different dimensions of computer aided management arising from human resource management, information systems and strategic management.
4.	To gain critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness.
5.	To gain insight about highly interconnected processing elements of AI.

Course Outcomes

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

1.	Design suitable management support systems & decision support systems.
2.	Explain knowledge management in depth along with the concepts of Artificial and Natural intelligence
3.	Compare and use Neural and Grid computing
4.	Analyze and compare the models and methods related to the concepts of data warehousing and data mining
5.	Implementation and integrate Management Support Systems

Syllabus

Module 1: (8 Classes)

Decision Support Systems: Introduction to Management Support System and Decision Support Systems, Concepts of Decision Support System, Computerized Decision Support System, Tools and Techniques of Managerial Decision Support, Modelling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems.

Module 2: (8 Classes)

Knowledge Based Decision Support: 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.

Module 3: (8 Classes)

Expert System: Concept, Structure, Working, Benefits & Limitations, Knowledge Acquisition & Validation- Scope, Methods, Validation, Verification, Analyzing, Documenting & Diagramming, Knowledge Representation, Inference Techniques.

Module 4: (8 Classes)

Data Warehousing and Data Mining: Data Warehousing- Definitions, Characteristics, Architectures, Framework, Implementation issues and security issues

Data Mining – Definitions, Characteristics, types of data in Data Mining, Data Mining Tasks, Applications, Data Mining Processes, Methods (Classification, Clustering, Association Analysis), Data Mining Software Tools, Myths and mistakes.

Module 5: (10 Classes)

Neural Networks, Genetic Algorithms & Fuzzy Logic: Neural Computing - Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks. Basics of Grid Computing. An overview of Fuzzy Logic and Genetic Algorithm.

Suggested Readings:**Text books:**

1. Decision Support Systems and Intelligent Systems, 8th Edition, Efraim Turban, Jay E. Aronson, Ting-Peng Liang, & Ramesh Sharda
2. Management Information Systems, Effy OZ, Thomson Learning/Vikas Publications
3. Management Information Systems, James A. O’Brein, Tata McGraw-Hill

Reference Books:

1. Key Issues in the New Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, US
2. Business Intelligence: Data Mining and Optimization for Decision Making ,Vercelli sCarlo, Wiley
3. G. M. Marakas (2002), Decision Support Systems; Prentice Hall, First Edition
4. L. T. Moss, S. Atre (2003), Business Intelligence Roadmap; The Complete Project Lifecycle for Decision Support Applications, Addison Wesley, Fifth Edition

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

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 564 - OBJECT ORIENTED PROGRAMMING WITH C++ **

COURSE INFORMATION SHEET

Course code	: MT 564
Course title	: OBJECT ORIENTED PROGRAMMING WITH C++
Pre-requisite(s)	: NIL
Credits	: 3 L:3 T:0 P:0
Class schedule per week	: 3
Level	: 5
Class	: MBA

Course Objectives

This course enables the students to:

1.	To develop knowledge and understanding of the concepts of Object Oriented Programming.
2.	To analyse and integrate different problems using suitable C++ statements.
3.	To understand the concept and role of Data Abstraction, Inheritance and Polymorphism in handling data.
4.	To understand the Pointers and Virtual Functions.
5.	To understand the basics of Files and Streams.

Course Outcomes

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

1.	Design suitable Objects and Classes to solve problems using C++.
2.	Understand and use tokens, expressions, control structures, functions, pointers and constructors.
3.	Analyze and employ file management
4.	Demonstrate to control errors using exception handling.
5.	Compute the Files and Streams in operating C++

Syllabus

Module 1 (6 Lectures)

Concepts of Object-Oriented Programming

Object-oriented Programming Paradigm, Introduction to Basic concepts of OOP (Objects, Class, Data Abstraction and Encapsulation, Inheritance, Polymorphism, Dynamic Binding, Message Passing), Introduction to C++, Data Types, Operators in C++, Control Structures.

Module 2 (8 Lectures)

Object and Classes

Handling Classes and objects in C++, Function Overloading, Friend Functions, Constructors and Destructors, Sample Programs.

Module 3 (10 Lectures)

Operator Overloading and Type Conversion

Operator Overloading: Unary operator Overloading, Binary Operator Overloading, Overloading Operators using friend functions, Rules for operator overloading.

Type Conversions: Basic/ In-built to Class Type, Class to Basic/In-built type, One Class to another class type containership.

Module 4 (8 Lectures)

Inheritance and Polymorphism

Introduction to Inheritance, Types of Inheritance, Defining derived classes in C++, Creating all types of Inheritance in C++, Virtual Base Class for Multipath Inheritance, abstract Class.

Introduction to Polymorphism, Types of Polymorphism, Handling Pointers to data, functions and objects, Virtual Functions.

Module 5 (6 Lectures)

File Streams & Exception Handling

File Stream: Input and output Stream, Classes for File Streams, Handling Data File (Opening data file using constructors & open(), reading data file, closing data file), Handling File Pointers.

Exception Handling: Concepts of Exception Handling, Exception Handling Mechanism, try, throw, catch, Advantages of using exception handling.

Text Books:

1. Object Oriented Programming with C++ - E. Balagurusamy, Tata McGraw-Hill.
2. Object Oriented Programming in Turbo C++ - Robert Lafore, Galgotia Publication.

Reference Books:

1. The C++ Programming Language - B. Stroustrup, Addison-Wesley.
2. Let us C++ - Yashwant kanetkar, BPB Publications.

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
Day to day performance & Lab files	30
Quiz (s)	15
Viva	15
End Semester Examination	25
Viva Voce	15

Indirect Assessment –

Student Feedback on Faculty

Student Feedback on Course Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcomes					
Course Objectives	A	B	C	D	E
1	3	3	2	2	2
2	2	3	1	2	2
3	2	2	2	2	2
4	3	3	2	1	2
5	1	1	2	2	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	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
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		

OPERATIONS

MT 532 Decision Science for Business Modelling*

COURSE INFORMATION SHEET

Course code	: MT532
Course title	: Decision Science for Business Modeling
Pre-requisite(s)	: MT405
Co- requisite(s)	: NIL
Credits	: 3 L:3 T:0 P:0
Class schedule per week	: 3
Class	: MBA
Level	: 5
Name of Teacher	:

Course Objective

This course enables the students in:

1.	Problem identification and formulation.
2.	Model selection and use.
3.	Interpretation of the results of a statistical analysis.
4.	The final and most important part is the interpretation of the results of the Analysis.
5.	Communicate the results of a statistical analysis to a business audience.

Course Outcomes

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

1.	Evaluate problem identification and formulation.
2.	Analyse different model and its selection and use.
3.	Interpret the results of a statistical analysis.
4.	Understand and interpret of the results of the analysis.
5.	Apply the results of a statistical analysis to a business audience.

Syllabus

Module 1 (10 Lectures)

Introduction to decision making, Data collection, Primary and secondary, measures of central tendency, measures of Dispersion.

Module 2 (10 Lectures)

Correlation Analysis - Simple and Partial, techniques, problems. Regression Analysis - Simple and Multiple, Multivariate Regression Analysis, techniques and problems, Business forecasting, Time series Analysis, real life business Application

Module 3 (6 Lectures)

Distribution Theory- discrete and continuous, Sampling distribution, Estimation Theory, Testing of Hypothesis.

Module 4 (8 Lectures)

Multivariate Analysis, Multiple regression analysis Factor Analysis and Principal Component Analysis, techniques and cases.

Module 5 (8 Lecture)

Structured Equation Modelling- Basic concepts, MRA vs. SEM, Application of SEM to decision making problems.

Suggested Readings:

Textbooks:

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

Reference books:

4. Quantitative Methods for Decision makers with Math XL, 5/e by Wisniewski
5. Statistics for Management by Levin and Rubin, 7th Edition
6. Maruyama, G. M. (1998). *Basics of structural equation modeling*. Thousand Oaks, CA: Sage Publication.

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 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 –

- Student Feedback on Faculty
- Student Feedback on Course Outcome

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
1	3	3	3	3	2	2	2	2
2	2	2	2	3	2	3	2	2
3	1	1	1	2	1	2	2	2
4	1	1	1	2	1	2	2	2
5	2	2	2	1	2	2	1	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,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 : 3L: T:P:
 3 0 0
Class schedule per week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students to:

1.	To develop an understanding of the following tangible and practical skills that are valued by employers
2.	To structure of operations planning and control systems in a wide variety of applications
3.	To understand the conceptual basis for operations planning and control systems
4.	To experience in making operations planning and control decisions
5.	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 (8)

Module 3

Quality Control / SPC, Service Strategy – Global service operations, Essential elements of Supply Chain Management, concept, techniques, implementation, of relevant cases. (8)

Module 4

Supply Chain risk, Risk pooling strategies – Managing Risk, concept, methodologies, techniques.(8)

Module 5

News vender model, Supply Chain Collaboration , concept and relevant cases. (8)

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 ChopraandMeindl,PHI

Reference books:

1. Operations Strategy – Principles and Practice by Jan A. VanMieghem
2. Operations Strategy (2ndEd.) 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

Mapping of Course Outcomes onto Program Outcomes

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

MT 534 Distribution 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 : 3 L: T:P:
3 0 0
Class schedule per week 3
Class : MBA
Level 5
Name of Teacher :

Course Objectives

This course enables the students to:

1.	To explain the structure of logistics product.
2.	To develop an understanding of the logistics modeling and logistics customer service.
3.	To acknowledge the importance of the order processing and information system and management of transportation.
4.	To develop understanding of the forecasting requirements and transport decisions.
5.	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 (8)

Module 2

Logistic Modeling, Logistics Customer Service, techniques and application (8)

Module 3

Order Processing and Information System, Transport Management – Fundamentals, concept, and methodology (6)

Module 4

Transport Decisions, Forecasting – Logistics requirement, techniques and implementation (8)

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 (10)

Suggested Readings:

Textbooks:

1. Christopher, M. (2005), Logistics and supply chain management, Harlow: London, FT/Prentice-Hall.
2. Business Logistics Management, 5th edition, Ronald Ballou

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 535 R1- Purchasing Strategy, Sourcing and Contracting

COURSE INFORMATION SHEET

Course code	: MT 535 R1
Course title	: PURCHASING STRATEGY, SOURCING AND CONTRACTING
Pre-requisite(s)	: MT406, MT413
Co-requisite(s)	: NIL
Credits	: 3 L: T: P: 3 0 0
Class schedule per week	3
Class	: MBA
Level	: 3/5
Name of Teacher	:

Course Objectives

This course enables the students to:

1.	To impart knowledge about key strategic supply management tools and how to integrate them into the business strategy
2.	To understand the challenges inherent in global sourcing relationships
3.	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 and Supply Process: Purchasing Objectives, Scope of Purchasing, Strategic Supply Management roles and responsibilities, Improving the Procure to Pay Process, Approval, Contract, and Purchase Order preparation, Types of Purchases. (8)

Module 2

Purchasing Policy and Procedures

Policy Overview, Purchasing Policies – providing guidances and direction, Purchasing Procedures. Strategic Sourcing: Types of Supply Management Strategies. (8)

Module 3

Just-In-Time (Lean) Supply Chain Management

Understanding Supply Chain Inventory, Right and wrong reasons for investing in Inventory, Creating the LEAN Supply Chain, JIT Philosophy, understanding JIT environment in Business (8)

Module 4

Supplier Selection, Evaluation and Buying Decision

Need for supplier selection, Identify potential supply sources, Supplier Assessment, Evaluation and Development steps, Tools and Approaches.

Understanding Make vs. Buy decision: Outsourcing, Global Sourcing Strategy and Contracting (8)

Module 5

Trade Agreement, Bargaining and Negotiations

Meaning, benefit of bargaining, Negotiation concept and Technique, Bargaining procedure.

Negotiation framework in supply management, Negotiation Planning. (8)

Case Study: Case Study: *Five relevant Cases covering the Syllabus; preferably from each Module. .*

Suggested Readings:

Textbooks:

‘Sourcing and Supply Chain Management’- Handfield, Monczka, Giunipero and Patterson, Cengage Learning, Indian Print.

‘Matching supply with demand: An introduction to operations management’ Cachon, G. P. & Terwiesch C., Boston, MA: McGrawHill.

‘Operations Strategy- Principles and Practice’ - Jan A. VanMieghem

‘Production & Operationsmanagement Manufacturing & Services’- B. Chase, N.J. Aqualon & F.R. Jacobs, Latest Edi. 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

Mapping of Course Outcomes onto Program Outcomes

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

MT 536 R1- Operations Planning and Control in Supply Chain Management

COURSE INFORMATION SHEET

Course code	: MT536 R1
Course title	: OPERATIONS PLANNING AND CONTROL IN SUPPLY CHAIN MANAGEMENT
Pre-requisite(s)	: MT 406, MT 413
Co- requisite(s)	: NIL
Credits	:3 L: T: P 3 0 : 0
Class schedule per week	3
Class	: MBA
Level	: 3/ 5
Name of Teacher	:

Course Objectives

This course enables the students to:

1.	To understand the concepts of operation planning and its application in industrial situation
2.	To develop a broad perspective of the operations function and an understanding of the details of operations planning and control system techniques
3.	To familiarise the students with various concept of operation planning and management
4.	To impart knowledge and understanding to students on supply chain management and its relevance to today's business decision making
5.	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

MT 536 R1 OPERATIONS PLANNING AND CONTROL IN SUPPLY CHAIN MANAGEMENT

Syllabus

Module 1

Introduction to Operations Planning and Control: Basic concepts, Techniques to Operations Planning and Control, Application in Business. Significance and benefits of proper Operations Planning and Control. (8)

Module 2

Demand Management and Forecasting: Managing Supply with Demand, Forecasting, Role of Forecasting in supply chain, characteristics of Forecasts, Approaches and methods to Forecasting, Concepts of Sales Inventory and Operations Planning (SIOP), Implementing Sales and Operation Planning. (8)

Module 3

Inventory Control and Management and Master Production Schedule (MPS): Importance and scope of Inventory Management, Types of Inventory, Cost associated with Inventory, Inventory control, selective inventory control, Inventory Models: Economic Order Quantity- Numerical Illustration, Safety Stocks, Inventory Management System: ABC Classifications, Other Management Systems.

Master Production Schedule: Steps involves in developing MPS, Understanding of Production Planning, Master Scheduling – Benefits and Significance. (8)

Module 4

Material Requirement Planning: MRP-I AND MRP-II, Bill of Material (BOM) Structure and Components, Material Requirement Planning, Capacity Planning, Processes of Capacity Planning, Measurement of Capacity Planning, Levels of Capacity. Significance of Capacity Planning. (8)

Module 5

Just-in-time and Strategic impact in Operation Planning and Control: JIT Philosophy, understanding JIT environment, manufacturing planning and control in JIT environment, Concepts of Right Time Inventory (8)

Case Study: *Five relevant Cases covering the Syllabus; preferably from each Module.*

Textbooks:

‘Sourcing and Supply Chain Management’- Handfield, Monczka, Giunipero and Patterson, Cengage Learning, Indian Print.

‘Operations Management’ - Stevenson, Mc Graw Hill, Latest Edition.

‘Operation and Process Management : Principles and Practice for Strategic Impact’- Slack, Chambers, Johnston and Betts, UK.

‘Production & Operations management Manufacturing & Services’ - R.B. Chase, N.J. Aquilano & F.R. Jacobs, Latest Edi. Tata Mc Hill.

‘Operations Management’- B. Mahadevan, PH India

‘Operations Strategy- Principles and Practice’ Jan A. Van Mieghem, 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

Mapping of Course Outcomes onto Program Outcomes

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

MT 537 R1- TOTAL QUALITY MANAGEMENT AND SIX SIGMA

COURSE INFORMATION SHEET

Course code : MT 537 R1
course title : Total Quality Management and Six Sigma
Pre-requisite(s) : MT 406, MT 413
Co-requisite(s) : NIL
Credits

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Class schedule per week : **3**
Class : **MBA**
Level : **5**
Name of Teacher :

Course Objectives

This course enables the students to:

1.	Ability to Develop an understanding on quality management philosophies and frameworks
2.	Ability to Develop in-depth knowledge on various tools and techniques of quality management.
3.	Ability to Learn the applications of quality tools and techniques in both manufacturing and service industry
4.	Ability to develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.
5.	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.
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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

MT 537 R1-TQM AND SIX SIGMA

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.
(8)

Module 2

TQM- 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.
(8)

Module 3

Tools of TQM: Introduction, Benchmarking, Business Process Reengineering, BPR vs. Benchmarking, QFD, TPM, FMEA. TQM Implementation in manufacturing and service sectors
Quality Management Systems: ISO 9000 - ISO 9001 Quality System, Quality Auditing - ISO 14000 - Concepts, Requirements and Benefits
(8)

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.
(8)

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. (8)

Case Study: *Five relevant Cases covering the Syllabus; preferably from each Module.*

Textbooks:

1. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education Asia, Latest Edition, Indian Reprint.
2. James R. Evans and William M. Lindsay, "The Management and Control of Quality", Latest Edition, Indian Edition, Cengage Learning.
3. Total Quality Management, P.N. Mukherjee, PHI Limited.

Reference Books:

1. Suganthi. L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., Latest Edition.
2. Janakiraman. B and Gopal .R. K., "Total Quality Management - Text and Cases", Prentice Hall (India) Pvt. Ltd., Latest Edition.

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

Mapping of Course Outcomes onto Program Outcomes

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

MT 540 R1- ENTERPRISE RESOURCE PLANNING*

COURSE INFORMATION SHEET

Course code : MT R1 540
Course title : Enterprise Resource Planning
Pre-requisite(s) : NIL
Credits : 3 L:3 T:0 P:0

Class schedule/week : 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students will able to:

1.	To understand enterprise-wide information sharing and business process.
2.	To gain insight about how organizations achieve growth by implementing ERP and gauge different vendors of ERP.
3.	To train the students to understand the ERP related technology with regards to Internet and cloud computing.
4.	To understand role of ERP in integrating business functions.
5.	To train the students about challenges and issues in implementing ERP

Course Outcomes

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

1.	Examine the issues related to ERP adoption by various organization.
2.	Demonstrate various ERP modules and related technologies.
3.	Demonstrate effective implementation of ERP.
4.	Evaluate the features ERP software of various vendors.
5.	Demonstrate the recent trends in ERP and asses the success of ERP in any organization

Syllabus

Module 1 (12 Classes)

Introduction: Enterprise Systems, Evolution of ERP, Reasons for growth of ERP, Benefits, and risks , Roadmap for Successful ERP Implementation, ERP Packages.

Module2 (8 Lectures)

ERP and Related Technologies BPR, Data warehousing, Data mining, Online Analytical processing, Product Life cycle Management, Supply Chain Management, Customer Relationship Management.

Module 3 (8 Lectures)

ERP Implementation Objectives of ERP Implementation, ERP Implementation Life Cycle, Implementation challenges, Post implementation Activities, Success and failure factor of an ERP Implementation, ERP Operations and Maintenance.

Module 4 (6 Lectures)

Consultants, Vendors and Employees In-house implementation – Pros and Cons, Vendors,

Contracting with vendors, Vendor Evaluation, Employee Resistance – Reasons, Dealing with it.

Module 5 (8 Lectures)

ERP Present and Future Enterprise Application Integration, ERP and e-Business , Emerging trends in ERP- Open Source, Web Enabled ERP and Wireless Technologies, ERP-II.

Text Books:

6. Alexis Leon, “ERP Demystified”, Tata McGraw Hill, New Delhi, 2007
7. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.
8. ERP – Leon & Leon, Tata McGraw Hill
9. ERP Concepts and Practices – Garg, V.K. and Venket, Krishna, PHI
10. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, WileyIndia, 2009

Reference Books:

6. ERP: A Managerial perspective, Sadagopan, S., Tata McGraw Hill.
7. Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S., Galgotia Publications.
8. Enterprise Resources Planning and Beyond. Langanalter, A. Gary, St. Lucie Press, USA.
9. Building the Customer Centric Enterprise, Imhoff, C. Loftis Lisa & Geiger, G. Jonathan John Wiley & Sons.
10. Enterprise Resource Planning: A Manager’s Guide, Diwan, Parag & Sharma, Sunil, Excel Books

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 –

- Student Feedback on Faculty
- Student Feedback on Course Outcome

Mapping between Program Outcomes and Course Outcomes

Mapping of Course Outcomes onto Program Outcomes

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

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

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 :3 L: T:P:
3 0 0
Class schedule per week 3
Class : B.A
Level : 5
Name of Teacher :

Course Objectives

This course enables the students will be able:

1.	To develop an understanding of the concepts of manufacturing and services systems
2.	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.
3.	Identify different strategies employed in manufacturing and service industries to plan production and control inventory.
4.	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) (1)

0)

Module 2

Manufacturing planning

Manufacturing to stock versus manufacture to order. Manufacturing against customers' orders, manufacturing planning and control systems (8)

Module 3

Manufacturing resources planning (MRP II), Just-in-Time (JIT), objectives, implementation. Optimised production technology (OPT), a comparison: MRP II, Kanban, OPT (8)

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

Mapping of Course Outcomes onto Program Outcomes

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

**MT 565 TECHNOLOGY INNOVATION AND
NEW PRODUCT PLANNING**

COURSE INFORMATION SHEET

Course code : MT 565
Course title : Technology Innovation and New Product Planning
Pre-requisite(s) : MT401, MT407
Co- requisite(s) : NIL
Credits : 3 L: T: P:
 3 0 0
Class schedule per week 3
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students will be able to:

A.	To explain the effect of Technology Management on Productivity improvement
B.	To understand the drivers of technology innovation and techniques for forecasting technology trends
C.	To understand the process for continuous and effective implementation of innovation.
D.	To understand the challenges and benefits of efficient diffusion of new technologies
E.	To identify business opportunities and understand the characteristics and advantages of technological intelligence for the industry.

Course Outcomes

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

CO1	To relate Technology Management and Innovation with increase in productivity.
CO2	To analyze the drivers of technology innovation and forecast technological trends
CO3	To design and maintain an environment for implementation of innovation to achieve productivity improvement
CO4	To recommend strategies for efficient diffusion of new technology
CO5	To explain the meaning of Technology intelligence.

MT 565 Technology Innovation and New Product Planning

Syllabus

Module 1 (8 lectures)

Introduction: Definition and Characteristics of Technology, Classification of Technology, Role and Importance of Technology Management, Nature & Scope of Technology Management, MOT at the firm Level, Conceptual Framework model for MOT, Evolution of Production & Product technology, Meaning of Production Vs Productivity, Factors influencing Industrial productivity, Different steps to increase productivity.

Module 2 (8 lectures)

Technology Planning

Introduction: Technology Planning, Technology Planning Framework, Forecasting Technology, Critical Technology and Technology Map, Critical Technologies at the firm Level- Technology Push & Market pull, Technology Audit, B-TECH approach to planning –Technology Strategy with Business strategy.

Module 3 (8 lectures)

Technology Innovation:

Introduction-Technology Innovation & Invention, Types of innovation, Role of Creativity & innovation in Technology Management, Process of Technological Innovation, Relationship between product and process innovation, Implementing Innovations for Productivity Improvement, Components of Research and innovation ecosystem, Design thinking & Innovation, Technological innovation model, Technological innovation Change and Value Chains of Organizations.

Module 4 (8 lectures)

Technology Life Cycle

Introduction technology life cycle, S-Curve of technological progress, Technology & market interaction, Technology product life cycle, Strategic planning for new products and opportunity identification and selection, Innovative new product & consumption new patterns, Diffusion of technology, S-curve of diffusion, Diffusion vs Adoption, Market adoption & technology diffusion, Model of Adoption of innovation, Adoption of innovation step process.

Module 5 (8 lectures)

Technology Intelligence: Meaning and Importance of Technology Intelligence. Artificial Intelligence based techniques for knowledge Management: Blockchain, Genetic Algorithm and Simulated Annealing, Ant Colony Optimization, 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 Right - Market fit through Intellectual Property.

Text books:

1. Managing Technology and Innovation for Competitive Advantage, V. K. Narayanan, Pearson Education.
2. Strategic Management of Technological Innovation (SMTI) , Melissa A. Schilling ISBN-13: 978-0-07-802923-3 4th Edition Year: 2013 Publisher: McGraw-Hill
3. Technology Management (Text & Cases) , U Ravi Kiran, Laxmi Publications.

Reference books:

1. Managing Technology – The Strategic View, Lowell W. Steele, McGraw Hill.
2. Essentials of Management: An International, Innovation and Leadership perspective by Harold Koontz, Heinz Weihrich McGraw Hill Education, 10th Edition 2016. ISBN- 978-93-392-2286-4.
3. Management of Technology- The key to competitiveness and wealth creation, Tarek Khalil, Tata McGraw Hill, third edition 2010.
4. Innovation Management and New Product Development, Paul Trott, Sixth Edition, Pearson Publishers. 2017.

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