



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

- To educate students at Undergraduate, Post Graduate Doctoral and Post-Doctoral levels to perform challenging engineering and managerial jobs in industry.
- To provide excellent research and development facilities to take up Ph.D. programmes and research projects.
- To develop effective teaching and learning skills and state of art research potential of the faculty.
- To build national capabilities in technology, education and research in emerging areas.
- 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 Post Graduate 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

Programme Educational Objectives (PEO)

1. To impart knowledge of the fundamentals of Management theory and its application in problem solving.
2. 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

Program Outcomes (PO)

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

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

MBA SEM I

MT 401 Organization and Management

COURSE INFORMATION SHEET

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

Course Objectives

This course enables the students:

A.	To understand the concept of management principles and practices, management and administration, managerial skills, roles of a manager and levels of management
B.	To compare and contrast various development of management thoughts and approaches
C.	To classify the type of plans and to critically examine different types of planning and select the types of decisions for further growth of the organization
D.	To create an organizational structure-formal and informal organization to point out different activities in organizing and can design a plan for different HR Practices
E.	To develop the core of leadership and communication and controlling different types of control system

Course Outcomes

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

1. Debate management principles and practices as an art or a science, classify managerial skills and roles being played by a manager and recommend appropriate organisational structure ..
2. Identify factors affecting Decision making and Planning activity at all levels in an organisation. Differentiate formal and informal organization, point out span of control, authority, responsibility, accountability, delegation of authority, departmentation and decentralization
3. Forecast manpower requirements, design recruitment and selection procedure and recommend for employees to maximise long term productivity.
4. Identify factors affecting leadership success and recommend suitable leadership style to facilitate smooth functioning of the organization through proper utilization of communication channel
5. Examine the detecting points of the control system and could solve with the remedial measures in an effective and efficient manner

Syllabus:

Module 1 (9 lectures)

Introduction: Concepts, Function or Process, Management Discipline, as Arts or Science, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management.

Development of Management Thought: Early Classical Approaches- Scientific Management, Contribution and limitation of Scientific Management, Administrative Management: Bureaucracy, Neo-Classical Approaches - Human Relations Movement, Behavioural Approach

Module2 (10 lectures)

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

Module 3 (5 lectures)

Staffing: Concept, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.

Module 4 (5 lectures)

Leading: Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development

Communication: Process, Importance of Communication, Communication Channels, Barriers to Communication and overcoming barriers to communication.

Module 5 (3 lectures)

Controlling: Definition, Importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems.

Suggested Readings

Textbooks

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

Reference book

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

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

Programme Outcome (PO) 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 Programme Outcomes

Mapping of Course Outcomes onto Programme Outcomes

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

Mapping Between COs and Course Delivery (CD) methods

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

MT402 : Financial Accounting & Management

COURSE INFORMATION SHEET

Course code: MT402

Course title: Financial Accounting & Management

Pre-requisite(s): NIL

Co- requisite(s): NIL

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

Class schedule per week: 3

Class: MBA

Semester / Level: 1/4

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

After the completion of this course, students will be:

- 1. Able to explain accounting statements and can analyse the financial statement with the help of ratio analysis
- 2. Apply the concept of time value of money for any investment decision.
- 3. Assess the capital structure of a firm and state its impact on firm's profitability.
- 4. Implement the concept of working capital management by referring various policies for financing of working capital management.

5. Explain dividend policies and its impact on market value of shares of the companies.

Syllabus

Module 1 (9 Lectures)

Introduction to Financial Management and Accountancy

Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management- Profit Maximization Vs Wealth Maximization, Organization of the Finance Function. 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** Preparation of Funds Flow Statement, Preparation of Cash Flow Statement, Analysis of Financial Statement– Profitability Ratios, Turnover Ratios, Liquidity Ratios, Leverage and Financial Ratios, Sensitivity Analysis.

Module 2 (9 Lectures)

Capital Budgeting

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

Module 3 (9 Lectures)

Capital Structure

Capital structure- Relevance of Capital Structure, Cost of Capital- Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Weighted Average Cost of Capital; Theories of Capital Structure- EBIT Approach, EBT Approach, MM Approach, Traditional Position, Capital Structure Decision - EBIT – EPS Analysis., Nature of Risk,. Financial Leverage, Operating Leverage, Combined Leverage.

Module 4 (9 Lectures)

Working Capital Management

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

Module 5 (9 Lectures)

Dividend policy

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.andReice J.S.
3. Advance Accountancy, S.N. Maheshwari, Vikas Publication
4. Modern Accountancy, Amitabh Mukherjee &MdHanif ,TMH Publication.
5. Financial Management – An Introduction, Jim McMenamin, Taylor and Francis
6. Accounting, Robert N Anthony, David F Hawkins and Kenneth A Merchant

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 –

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

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

Course Outcome #	Program Outcomes											
	a	b	c	d	e	f	g	h	i	j	k	l
1	H	H	H	H	H	H	H	M	M	M	M	M
2	H	H	H	H	M	M	M	M	M	M	L	L
3	H	H	H	H	H	M	M	M	M	M	M	M
4	M	M	M	M	M	M	M	L	L	L	L	L
5	L	L	L	L	M	M	M	M	H	H	H	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD 1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1, CD5, CD8
CD 2	Tutorials/Assignments	CO2	CD1, CD2, CD4, CD5
CD 3	Seminars	CO3	CD1, CD2, CD4, CD5
CD 4	Mini projects/Projects	CO4	CD1, CD4, CD8
CD 5	Laboratory experiments/teaching aids	CO5	CD1, CD4, CD5, CD8, CD2
CD 6	Industrial/guest lectures		
CD 7	Industrial visits/in-plant training		
CD 8	Self- learning such as use of NPTEL materials and internets		
CD 9	Simulation		

MT 403 Organizational Behaviour

COURSE INFORMATION SHEET

Course code	: MT 403
Course title	: Organizational Behaviour
Pre-requisite(s)	: NIL
Co- requisite(s)	: NIL
Credits	: L: 2 T:0P:0
Class schedule per week	: 2
Class	: MBA
Semester / Level	: II/4
Branch	: MBA

Course Objectives

This course enables the students:

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

Course Outcomes

After the completion of this course, students will be:

1.	Analyse the organizational behaviour concepts, and correlate organizational behaviour concepts with individual and group behaviour.
2.	Evaluate personality types, perception and learning process on human behaviour
3.	Recognize the application of motivational theories in practical terms.
4.	Analyse group and individual behaviour in a proper manner.
5.	Evaluate the stress management methods

Syllabus:

Module 1 (9 lectures)

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

Module 2 (7 lectures)

Motivation: Concept, Relevance for Individual and Organization, Theories- Maslow, Herzberg, McClelland, Vroom's, Equity Theory

Module 3 (8 lectures)

Group and Individual: Group and Group Dynamics, Team Management, Communication- Concept, Process, Barriers, Remedies, Leadership - Concept, Theories and Styles

Module 4 (3 lectures)

Group Activities: Concept, Types and Formation of Groups, Intergroup Behavior, Interpersonal Communication, Group Problem Solving, Transactional Analysis

Module 5 (3 lectures)**Stress and Behavior**

Concept and Nature of Stress, Sources of Managerial Stress, Stress and Personality, Verbal and Non-Verbal Indicators of Stress - Assessment and Management.

Suggested Readings**Textbooks**

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

Reference Books

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

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 Programme Outcomes

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

Mapping Between COs and Course Delivery (CD) methods

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

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

Course Objectives

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

Course Outcomes

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

1. Explain the core concepts of marketing and the goals of the Marketing function
2. Analyze the environment and recommend appropriate Segmentation, Targeting and Positioning Strategy for a product, to achieve the business goals.
3. Analyze and explain the buying behavior of a given target market segment.
4. Recommend suitable product ,pricing, distribution and Marketing Communication strategies for a brand to achieve the Marketing objective
5. Describe the salient characteristics of Services Marketing and Retail Management

Syllabus

Module 1 (9 lectures)

Fundamentals of Marketing

Core concepts of marketing and Company orientation towards the market place **Market Oriented Strategic Planning**

Defining the Mission, Defining SBUs, Business Portfolio Evaluation and assigning resources to SBUs, Contents of a Marketing Plan

Scanning the Marketing Environment

Analyzing trends in the components of the company's Macro & Micro environment.

Module 2 (9 lectures)

Market segmentation, targeting and positioning

Purpose of Segmentation, Bases of segmenting Consumer Markets - Demographic, Geographic, Psychographic & Behavioral, Evaluating & Selecting Market Segments, Choosing & Creating Points of Parity & Points of Difference, Selecting the positioning platform.

Dealing with competition

Identifying and analyzing competitors, Strategies for the Market leader, Follower, Challenger & Nicher.

Module 3 (7 lectures)

Analyzing Consumer Markets

Consumer behavior- Factors affecting consumer behavior & consumer decision making process, Customer perceived value, Customer Satisfaction, Customer life time value, CRM & building loyalty

Distribution Strategies

Concept of Value Networks, Role of marketing channels. Channel design decisions, channel management decisions. Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems.

Module 4 (9 lectures)

Product Strategy

Classification of products, product levels, Analysis of product line & product mix, Product Life Cycle Concept, Strategies for Introduction, Growth, Maturity & Decline Phase. Criticism of the Product Life Cycle.

Pricing Strategies Selecting the pricing Objective, Determining demand, estimating costs, analyzing competitors, selecting a pricing method, initiating & responding to price changes.

Module 5 (11 lectures)

Integrated Marketing Communication

Meaning and Role of IMC, designing effective communication programme, Meaning and role of

the elements of communication mix, Leveraging Social Media for effective communication.

Retailing

Classification of Store Formats, Types of Retail Formats, Retail positioning, Store Location, Product assortment & Services, Price, promotion, Store Atmosphere

Managing services

Importance, Distinctive Characteristics.

Green Marketing, Rural Marketing and Consumer Protection- Introduction and significance

Text Book:

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

Reference Books:

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

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 –

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

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

Course Outcome #	Programme Outcomes							
	a	b	c	d	E	f	g	h
1	M	L	L	M	M	M	L	M
2	H	H	H	M	L	M	L	L
3	H	H	H	H	H	M	L	L
4	H	H	H	H	H	H	H	H
5	H	L	L	M	L	L	L	L

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, CD5,CD8
CD2	Tutorials/Assignments	CO2	CD1,CD2,CD4,CD5
CD3	Seminars	CO3	CD1 ,CD2,CD4,CD5
CD4	Mini projects/Projects	CO4	CD1, CD4,CD8
CD5	Laboratory experiments/teaching aids/Case Studies	CO5	CD1,CD4,CD5,CD8,CD2
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 405 Quantitative Techniques for Management

COURSE INFORMATION SHEET

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

Course Objectives

This course enables the students:

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

Course Outcomes

After the completion of this course, students will be:

- 1 To describe the basic concepts of statistics and collection and presentation of data using various classification and tabulation methods.
- 2 To demonstrate the knowledge of central tendency and variations and apply them in solving various problems.
- 3 To analyse the data using correlation and regression techniques and using the conceptual knowledge of Index numbers in solving problems.

- 4 To analyse any problems using probability techniques and demonstrate the conceptual knowledge on parameters.
- 5 To analyse the population parameters using sampling techniques and undertake decision making process using testing of hypothesis.

Syllabus:

Module 1 (9 lectures)

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

Module 2 (8 lectures)

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

Module 3 (9 lectures)

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.

Module 4 (6 lectures)

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.

Module 5 (13 lectures)

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

Text books:

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

Reference book:

Quantitative Analysis for Management, Render and Stair, TMH.
 Quantitative Business Analysis - Text & Cases, Samul Bodiley.
 Quantitative Methods in Business, Anderson, Thomson Learning.
 Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.

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

Programme Outcome (PO) 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 Program Outcome

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	a	b	c	d	e	f	g	h
1	M	M	H	H	M	M	H	H
2	H	H	H	M	-	M	H	M
3	H	H	M	M	M	M	M	H
4	H	H	M	M	M	M	M	M
5	H	H	M	M	H	M	H	H

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD 1 and CD8
CD3	Seminars	CO3	CD1,CD2,& CD4
CD4	Mini projects/Projects	CO4	CD1,CD2& CD8
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD3, CD8 &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 406 Information Technology Management

COURSE INFORMATION SHEET

Course code : MT 406
Course title : Information Technology Management
Pre-requisite(s) : NIL
Co- requisite(s) : NIL
Credits : L: 2 T:0P:0

Class schedule per week : 2
Class : MBA
Semester / Level : 1/4
Name of Teacher :

Course Objectives

This course enables the students:

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

Course Outcomes

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

1.	To explain the methodologies of an information system
2.	Analyse technological infrastructures of information systems projects
3.	To explain different techniques of managing projects.
4.	Use combination of multiple tools and techniques of Information system management
5.	Use the internet appropriately for information system project management.

Syllabus

Module1: (6 Lectures)

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

Module2: (6 Lectures)

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

Module3: (6 Lectures)

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

Module4: (6 Lectures)

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

Module5: (6 Lectures)

Managing IT Function: Introduction, Challenges of Managing the IT function- Modern IT environment-Centralisation versus Decentralisation-IT security-Technology selection, Vendor Management- vendor selection-vendor contracts and service levels-Ongoing relationship management- vendor retention or termination

Suggested Readings:

Text Books:

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

Reference Books:

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

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

Programme Outcome (PO) 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 Programme Outcome

Mapping of Course Outcomes onto Programme Outcome

Course Outcome	Program Outcomes							
	a	b	c	d	e	f	g	h
1	H	L	M	L	M	H	L	M
2	H	H	H	M	L	H	M	L
3	H	H	H	H	M	M	L	H
4	H	L	H	L	L	H	M	H
5	H	M	H	M	M	M	M	M

Mapping Between COs and Course Delivery (CD) methods

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

MT 407 Management of Manufacturing systems

COURSE INFORMATION SHEET

Course code: MT 407

Course title: Management of Manufacturing systems

Pre-requisite(s):NIL

Co- requisite(s):NIL

Credits: L: T: P:
2 0 0

Class schedule per week: 2

Class: M.B.A

Semester / Level: I/4

Name of Teacher:

Course Objectives

- A. To develop an understanding of manufacturing organization, including job shops, flow lines, assembly lines.
- 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:

- 1. To explain the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
- 2. To evaluate and implement analytical tools for decision making for complex managerial problems.
- 3. To implement Enterprise Resource Planning systems in managing operations.
- 4. To solve basic routing and scheduling problems.

Syllabus:

Module 1 (7 lectures)

Introduction

Nature, Scope, and Importance of Manufacturing Management, Manufacturing Systems and Decisions, Transformation Approach and Value Driven Approach, Interface with other Functions, The Role of Production Manager.

Module 2 (5 lectures)

Plant Location & Layout

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

Module 3 (8 lectures)

Planning, Scheduling & Control

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

Plant Maintenance

Concepts & Types, Maintenance Practices in Industry,
Work Study & Method Study
Concepts & Applications.

Module 4 (6 lectures)

Materials Handling

Concepts, Selection & Methods

Materials Management

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

Inventory Planning and Control

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

Module 5 (4 lectures)

Inspection and Quality Control

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

Value Engineering

Types of Value, Methodology and Applications.

Logistics Management

Concepts, Supply Chain, Logistics Strategy and Planning, Transport Decisions, Logistics
Control

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.

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 –

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

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

Course Outcome	Program Outcome							
	a	b	C	d	e	f	g	h
1	H	H	M	H	L	M	M	L
2	H	M	H	H	M	H	H	M
3	H	L	M	H	H	H	H	M
4	H	M	H	H	H	M	H	H
5	H	L	H	H	H	H	H	H

Mapping Between COs and Course Delivery (CD) methods

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

MT408 Managerial Economics

COURSE INFORMATION SHEET

Course code: MT408

Course title: Managerial Economics

Pre-requisite(s): NIL

Co- requisite(s): NIL

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

Class schedule per week: 02

Class: M.B.A

Semester / Level:1/4

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

After the completion of this course, students will be:

1.	Analyse economic problems and can correlate scarcity with the requirements.
2.	Evaluate demand and can analyse cost in order to optimise cost-production combination.
3.	Recognise the existing market and can take appropriate decisions.
4.	Evaluate the investment criteria and can frame appropriate plan.
5.	Analyse national income components for effective economic decisions.

Syllabus

Module 1: Introduction (4 lectures)

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

Module2: Demand and Supply (5 lectures)

Introduction, Determinants of Demand and Supply, Demand Function, Demand and Supply Curves, Law of Demand, Elasticity of Demand, Demand Forecasting,

Module3: Production Analysis and Cost (7 lectures)

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

Module4: Market (7 lectures)

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

Module5: Capital Budgeting & National Income (6 lectures)

Introduction, Meaning and Significance of Capital Budgeting, Methods of Investment Appraisal, Concept of National Income, Measurement of National Income- Methods and Problems.

Text Books-

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

Reference Books

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

Course Delivery methods

Lecture by use of boards/LCD projectors/OHP projectors

Tutorials/Assignments

Seminars

Mini projects/Projects

Laboratory experiments/teaching aids

Industrial/guest lectures

Industrial visits/in-plant training

Self- learning such as use of NPTEL materials and internets

Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

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

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		

MT 409 Business Communication I

COURSE INFORMATION SHEET

Course code: MT 409

Course title: Business Communication I

Pre-requisite(s): NIL

Co- requisite(s): NIL

Credits: Non –credit L: 2 T: 0 P: 2

Class schedule per week: 2

Class: M.B.A

Semester / Level: 1/4

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, expositive, Narrative, scientific, and self-expressive, in written, visual, and oral communication
D.	To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
.E	To develop the ability to research and write a documented paper and/or to give an oral presentation.

Course Outcomes

After the completion of this course, students will be:

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.

Syllabus

Module I (Lecture: 4)

Introduction to Business Communication:

Importance and Objectives of Business communication, Process of communication, Barriers to effective communication, Techniques of effective communication. Forms of communication (Written, Oral, audio-visual communication).

Module II (Lecture:10)

Managing Business Communication:

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

Module III (Lecture: 6)

Other aspects of communication:

Vocabulary:

Single word substitution, Idioms and phrases, Precis writing, Comprehension.

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

Module IV (Lecture: 5)

Introduction to managerial writing:

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

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

Module V (Lecture: 7)

Report writing:

Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

Text Books:

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

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

Reference Books:

R1. Communication for Business, Shirley Taylor, V. Chandra, Pearson

R2. Business Communication- Hory Sankar Mukherjee, Oxford University Press

R3. Basic Business Communication- Lesikar I Flatley, McGraw Hill.

R4. Business Communication Today, Bovee, Thill and Chatterjee, 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 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

Indirect Assessment –

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

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	a	b	c	d	e	f	g	h
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	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	CO5	CD1,CD2,CO5
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MBA SEM II

Programme Core

MT 410 Human Resource Management

COURSE INFORMATION SHEET

Course code	: MT 410
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 difference between personnel, human resource and human capital and also enumerate the importance, principles, objectives, practices, functions and growth of human resource management
B.	To relate problem understanding in view of Human Resource Practices, to classify the factors influencing the wage and salary administration and can express different forms of compensation for executive and non-executive
C.	To organize training and development programmes by applying their techniques and also to design executive development techniques to produce an effective work culture, to justify and report performance appraisal and career development
D.	To estimate essence and participation of Quality of Work Life and Programmes, to develop human behavior and identify needs and satisfaction, to anticipate employee grievances and devise a cell for redressal, to create a disciplinary culture through relevant approaches and actions
E.	To compare HR practices in domestic HRM and IHRM, to outline the key aspects of the international human resource management and its importance in multi-national corporations.

Course Outcomes

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

CO1	Compare the differences and similarities between challenges faced in Personnel
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.	management and human resource management
CO2 .	Forecast demand and supply of manpower requirement, recommend appropriate recruitment as well as selection process, organize induction, can better design transfer and promotional policies and can also classify the factors influencing the wage and salary administration and can express different forms of compensation for executives and non-executives
CO3 .	Create an environment to impart training and various development programmes to solve complex problems and evaluate appropriate performance appraisal methods to judge the performance and could develop various career development activities for growth opportunities and advancement for executives and non-executives
CO4 .	Recommend and summarize the essentials of quality of working life through various HR practices and functions and also to identify the grievance handling procedure with disciplinary actions at work place
CO5 .	Compare HR practices in domestic HRM and IHRM and PCN, HCN and TCN and also to outline the key aspects of the international human resource management, its importance in multi-national corporations

Syllabus:

Module 1 Introduction (7 Lectures)

Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives, Policies and Practices.

Module 2 Designing and Developing HR System (13 Lectures)

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

Module 3 Human Resource Development (11 Lectures)

Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal & Career Development

Module 4 Behavioural Dimensions of HRM (9 Lectures)

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

Module 5 International Human Resource Management (5 Lectures)

Concept, Relevance, Types of International organization, International Human Resource Management Practices.

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

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 Programme Outcome

Mapping between Programme Outcomes and Course Outcomes

Mapping of Course Outcomes onto Programme Outcomes

Course Outcome	Program Outcome							
	A	b	c	d	E	f	g	H
1	M	H	L	M	M	L	L	M
2	M	H	H	H	H	M	H	L
3	H	H	H	H	H	H	H	H
4	H	H	H	H	H	H	H	H
5	M	H	M	H	M	H	H	H

Mapping Between COs and Course Delivery (CD) methods

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

MT411 Business Research

COURSE INFORMATION SHEET

Course code: MT411

Course title: Business Research

Pre-requisite(s): NIL

Co- requisite(s): NIL

Credits: L: T: P:
3 0 0

Class schedule per week: 3

Class: M.B.A

Semester / Level: 2/4

Name of Teacher:

Course Objectives

The course enables the students:

A.	Develop an understanding of Role of Business Research, Process of Research and Types of research
B.	Explain the mechanism for defining the Research Problem, research Objectives and Hypothesis
	Develop an understanding of merits and limitations of various research designs, types

	of data and methods of data collection
D.	Explain the mechanism for applying salient Univariate, Bivariate and Multivariate tools of data analysis.
E	Explain the characteristics of a good Business research Report.

Course Outcomes

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

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

Syllabus

Module1 (8 lectures)

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

Module2 (8 lectures)

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.

Module3 (6 lectures)

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.

Module4 (8 lectures)

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

Module5 (10 lectures)

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

TEXT BOOKS

T1: Business Research Methods, Bryman, Alan & Emma Bell, Oxford University Press.

T2: Social research methods, Walliman, Nicholas Sage Publications.

T3: Statistical Methods in Business & Social Sciences, Shenray & Pant., Macmillan

REFERENCE BOOKS

R1: Research Methods in Behavioural Sciences, Dwivedi R.S, Macmillan.

R2: Research Methods for Business, Uma Sekaran, Wiley Publications

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

POs met through Gaps in the Syllabus: PO no. 5

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	1	2	3	4	5	6	7	8
a	h	H	h	l	l	h	m	h
b	m	H	l	m	l	l	m	h
c	l	H	l	m	l	l	l	h
d	h	H	h	l	l	l	m	h
e	m	H	l	l	l	l	l	h

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2
CD2	Tutorials/Assignments	CO2	CD1,CD2
CD3	Seminars	CO3	CD1,CD2,CD4
CD4	Mini projects/Projects/ Case study	CO4	CD1,CD2
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2
CD6	Industrial/guest lectures		

CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 412 OPERATIONS RESEARCH

COURSE INFORMATION SHEET

Course code	: MT 412
Course title	: Operation Research
Pre-requisite(s)	: NIL
Co- requisite(s)	:NIL
Credits	: L: 3 T:0 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 develop an understanding of decision making theories and operation research.
B.	To explain the linear programming problems concepts and its applications
C.	To develop an understanding of Transportation Problems and its methods
D.	To explain the concept of Assignment problems and concept of game theory.
E	To explain the basic concept and application of replacement models and queuing theory.

Course Outcomes

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

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

Syllabus:

Module -1 Decision making (7 lectures)

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.

Module -2 Linear Programming (9 lectures)

Model Formulation, Graphical Methods, Simplex Method, Big-M Method, Dual Simplex Method, Sensitivity Analysis for LPP.

Module -3 Transportation Problems (8 lectures)

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.

Module -4 Game Theory (8 lectures)

Introduction, Two Person Zero Sum Games, Pure strategy Games, Principal of Dominance, Mixed Strategy Games.

Module -5 Replacement Models (10 lectures)

Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time, Queuing Theory - Concepts, Basic model of Queuing Theory, Managerial Implications in Decision making.

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

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

Programme Outcome (PO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment

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

Mapping of Course Outcomes onto Program Outcomes

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

Mapping Between COs and Course Delivery (CD) methods

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

MT 413 IT Enabled Business Intelligence

COURSE INFORMATION SHEET

Course code: MT 413

Course title: IT Enabled Business Intelligence

Pre-requisite(s): NIL

Credits: 2.0 **L** **T** **P**
 2 0 0

Class schedule per week:2

Semester/Level: 2/4

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module1: System (4 lectures)

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

Module2: Management Information System (10 lectures)

Introduction and overview, Types and Characteristics, Transaction Processing Information System, Accounting and Finance System, Marketing and Sales System, Production and operation Management System, Human Resource Management System, Executive information System.

Management Support system: Introduction and overview, Objectives and Characteristics, Collaborative Computing Technologies, Group Support System and technologies, Cloud computing

Module3 Decision support System: (6 lectures)

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

Module4: Intelligent System (5 lectures)

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

Module 5 Data Ware Housing and Data Mining: (5 lectures)

Introduction and Overview, Neural Network Fundamentals, Architecture, Applications, Genetic Algorithm, Fuzzy Logic, Fuzzy sets in DSS, System Integration, Intelligent software Agents and creativity.

Text Books:

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

Reference Books:

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

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 Programme Outcomes

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

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8

CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 414 Strategic Management

COURSE INFORMATION SHEET

Course code: MT 414

Course title: Strategic Management

Pre-requisite(s): NIL

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester / Level: 2/4

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module 1: Introduction of Strategic Management (6 Lectures)

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.

Module 2: Environment Appraisal (6 Lectures)

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)).

Module 3: Corporate Level Strategies (6 Lectures)

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

Module 4: Strategic Analysis and Strategic Implementation (6 Lectures)

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.

Module 5: Strategic Evaluation and Ethics (6 Lectures)

Strategy control and operational control. Organisational systems and techniques of strategic evaluation. Operational and derived functional plans to implement strategy. Integration of functional plans.

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

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #

Program Outcomes

	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1

CD2	Tutorials/Assignments		CO2	CD1
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids		CO5	CD1, CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT415 Cost Management

COURSE INFORMATION SHEET

Course code: MT415

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 modern economic competitive environment as a member or leader in diverse teams, and in multidisciplinary settings.
CO 2.	Identify Cost centre, opportunities, design and implement innovations in work space according to their impact on business.

CO 3.	Differentiate methods of schedule costs per unit of production and to analyze the profitability resulting from implementing its strategy.
CO 4.	Use the costing system to prepare and analyse production reports where many homogeneous products are manufactured.
CO 5.	Summarize company strategy, and identify the critical role of cost allocation in the analysis of customer profitability and sales variances.

Syllabus

Module 1 Introduction (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: Purchase, Purchase Control, Purchase Routine, Purchase Requisition, Purchase Quantity. 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 Labour Cost (6 Lectures)

Direct & Indirect Labour, Work Study, Method Study, Job Analysis and Job Evaluation, Merit Rating, Casuals and Out Workers. Methods of Remuneration - Time Rate System, Piece Rate System, Incentives Plans – Pre-requisites of Good Incentive Plan, Various Incentive Plans – Halsey Premium Plan, Rowan Plan, Taylor’s Differential Piece rate System, Merrick’s Differential Piece Rate System (Multiple Piece Rate System), Emerson’s Efficiency Plan, Bedaux Plan.

Module 3 Costing Methods (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 and Marginal 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 CVP Analysis (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 Incident, Construction of Profit Volume Chart, Limitations of Break Even Analysis.

Module 5 Budgetary Control and Standard Costing (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, Vikas Publication

REFERENCE BOOKS:

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

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

1. Student Feedback on Faculty
2. 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	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

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

	internets			
CD9	Simulation			

MT 416 Business Communication -II

COURSE INFORMATION SHEET

Course code: MT 416

Course title: Business Communication II

Pre-requisite(s): NIL

Co- requisite(s): NIL

Credits: 1 L: 0 T: 0 P: 2

Class schedule per week: 02

Class: M.B.A

Semester / Level: 2/4

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, expositive, Narrative, scientific, and self-expressive, in written, visual, and oral communication
D.	To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
E.	To develop the ability to research and write a documented paper and/or to give an oral presentation.

Course Outcomes

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

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.

Syllabus

Module 1 Introduction to Business Communication: (6 classes)

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

Module 2 Written communication: (6 Classes)

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

Module 3 (6 classes)

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

Module 4 Introduction to managerial writing (6 classes)

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

Module 5: (6 classes)

Various activities will be conducted for overall personality development of students emphasizing on Business communication. (Interpersonal Relationship, Stress Management, Conflict Management, Time Management)

Suggested Software

1. ITELL

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

Assessment Tool	% Contribution during CO Assessment
Presentation	25
Group Discussion	50
Extempore	25

Indirect Assessment –

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

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

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

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

MT 417 French Language

COURSE INFORMATION SHEET

Course code	: MT 417
Course title	: French Language
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	: 2/4
Name of Teacher	:

Course Objectives

This course enables the students

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

Course Outcomes

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

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

\ Syllabus

Module 1 (9 Lectures)

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

Module 2 (9 Lectures)

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.

Module 3 (9 Lectures)

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

Module 4 (9 Lectures)

Parler de goûts et des préférences et leurs degrés, Le présent, futur proche, passé récent, Décrire une personne ou un lieu.

Module 5 (9 Lectures)

Le passe composé, le futur, l'imparfait. Parler de ses activités quotidiennes, Décrire la ville, des amis, des parents etc.

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

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

Programme Outcome (PO) 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 Programme Outcome

Mapping of Course Outcomes onto Programme Outcomes

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

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

MT418 German Language

COURSE INFORMATION SHEET

Course code:MT418

Course title: German Language

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:2/4

Name of Teacher:

Course Objectives

This course enables the students:

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:

1.	To understand familiar, everyday expressions and simple sentences.
2.	To introduce him/herself and others as well as ask others about themselves and Communicate using simple sentences.
3.	To read and comprehend basic German sentences relating to routine situations.
4.	To write simple sentences and short paragraphs in German.
5.	To identify and deal with social and cultural aspects of Germany and other German speaking countries.

Syllabus

Module 1 (7 lectures)

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

Module 2 (12 lectures)

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.

Module 3 (6 lectures)

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“.

Module 4 (6 lectures)

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.

Module 5 (14 lectures)

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.

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.

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

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

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1, CO2, CO3, CO4, CO5	CD1, CD2, CD3, CD4, CD5
CD2	Tutorials/Assignments	CO1, CO2, CO3, CO4, CO5	CD1, CD2, CD3, CD4, CD5
CD3	Mini projects/Projects	CO1, CO2, CO3, CO4, CO5	CD1, CD2, CD3, CD4, CD5
CD4	Role play	CO1, CO2, CO3, CO4, CO5	CD1, CD2, CD3, CD4, CD5
CD5	Video clips/films about Germany and other German speaking countries, self- learning / MOOCs on internets	CO1, CO2, CO3, CO4, CO5	CD1, CD2, CD3, CD4, CD5

MT 419 Legal Environment for Business

COURSE INFORMATION SHEET

Course code	: MT 419
Course title	: Legal Environment for Business
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:

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

Course Outcomes

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

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

Syllabus:

Module 1 The Indian Contract Act 1872 (2 lectures)

Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract.

Module 2 Special Contracts (12 lectures)

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.

Module 3 The Indian Partnership Act 1932 (8 lectures)

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,

Module 4 The Companies Act 1956 (5 lectures)

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.

Module 5 The Negotiable Instruments Act 1881 (3 lectures)

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.

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.Aggarawal& K. Singhal, Galgotia Publications Pvt. Ltd.

REFERENCE BOOKS

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

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

Indirect Assessment

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

Mapping of Course Outcomes onto Program Outcomes

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

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1 and CD2
CD3	Seminars	CO3	CD1, CD2 & CD4

CD4	Mini projects/Projects	CO4	CD1,CD2,CD9
CD5	Laboratory experiments/teaching aids	CO5	CD1 ,CD2& CD8
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MBA SEM III PROGRAMME CORE

MT 560 Summer Internship

MBA SEM IV PROGRAMME CORE

MT 501 Entrepreneurship

COURSE INFORMATION SHEET

Course code: MT501

Course title: Entrepreneurship

Pre-requisite(s): All 1st year courses except MT409, 416,417

Co- requisite(s): NIL

Credits: L: T: P:
 1 0 0

Class schedule per week: 1

Class: M.B.A

Semester / Level: 4/5

Name of Teacher:

Course objective:

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

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Course outcomes:

After successfully completing the course the students will be able to

a	Emphasize on various factors of the entrepreneurship process and apply the marketing concepts for start-up firms
b	Visualize the development of traits of motivation and utilising the tools of marketing for creating a biotech start-up firm.
c	To learn the process to develop an entrepreneur and also to develop new ones among the new start-up firm.
d	Framing the priorities of setting-up of new enterprise and overcoming the barriers of entrepreneurship.
e	Apply the techniques of entry strategies of markets and positioning the company's new offerings in the selected global market/segment.
f	Understand The role of SWOT analysis and the related understanding of the risks in new ventures

Syllabus:

Module 1

Introduction

Definition, Concept of Entrepreneurship & Intrapreneurship , Characteristics and skills of entrepreneurs

Entrepreneurial Development

Entrepreneurship & Economic development, Contribution of Small enterprises to the economy, Entrepreneurial environment, Types of Entrepreneurs.

Module 2

Developing the Business Plan

Generating Business Ideas, Selecting a Business Idea, Elements of a Business Plan, Building Competitive Advantage, Conducting feasibility Analysis.

Module 3

Sources of Finance

Equity vs. Debt Capital, Sources of Equity Finance, Institutional finance, Venture Capital, Lease Finance,

Forms of Business Ownership

Sole Proprietorship, Partnership, Corporations and other forms of ownership

Module 4

Intellectual Property Management :

Importance of innovation, Patents& Trademarks in Small Businesses, Introduction to laws relating to IPR in India.

Module 5

Institutional support for small businesses:

Support in areas of Technology, Finance, Infrastructure, Marketing, Entrepreneurship Development

Minimum 5 Cases to be discussed

Text books:

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

Reference books:

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

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
Quiz Marks	30
End Sem Examination Marks	60
Assignment	10

Assessment Compoents	CO1	CO2	CO3	CO4	CO5	CO6
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Quiz Marks	✓	✓	✓	✓	✓	✓
End Sem Examination Marks	✓	✓	✓	✓	✓	✓
Assignment	✓	✓	✓	✓	✓	✓

Indirect Assessment –

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

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
a	h	m	h	h	m	h	m	m
b	h	h	h	m	m	h	m	h
c	h	m	h	h	h	m	m	h
d	h	l	m	h	m	h	h	m
e	h	m	h	m	h	h	l	m
f	m	h	h	m	m	h	l	m

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD6
CD2	Tutorials/Assignments	CO2	CD2,CD7
CD3	Seminars	CO3	CD4
CD4	Mini projects/Projects/ Case study	CO4	CD3,CD6
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD8
CD6	Industrial/guest lectures	CO6	CD5
CD7	Industrial visits/in-plant training	CO7	CD9
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 502 Business Ethics and CSR

COURSE INFORMATION SHEET

Course code: MT502

Course title: Business Ethics and CSR

Pre-requisite(s): Basic knowledge of management

Co- requisite(s):

Credits:	L:	T:	P:
	1	0	0

Class schedule per week: 1

Class: M.B.A

Semester / Level: IV

Branch: Management

Name of Teacher:

Course objective:

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

Course outcomes:

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

- a. Understand ethical components of managerial decision making
- b. Develop thinking and analytical skills using ethical frameworks
- c. Draw upon a range of models to aid ethical decision-making
- d. Apply the knowledge of ethics to everyday
- e. Understand the importance of CSR in business practices

Syllabus:

Module 1

Nature and purpose-Introduction, Definition of Ethics, Moral Behaviour, Characteristics of moral standards

Business Ethics- Role of ethics in business, Relative autonomy of business morality.

Module 2

Business Ethics and Individual Interest- Interest based outlook, Impact of interest on moral goals and moral principles, Utilitarian views on business ethics

Module 3

Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory

Module 4

Introduction to CSR- Meaning & Definition of CSR, Concept of sustainability, CSR through triple bottom line and Sustainable Business; environmental aspect of CSR

Module 5

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

Minimum 5 Cases to be discussed

Text books:

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

Reference books:

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

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 –

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

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
1	2	3	4	5	6	7	8	
a	h	m	h	h	h	h	m	m
b	h	h	h	h	h	h	m	h
c	h	m	h	h	h	m	m	h
d	h	h	m	h	h	h	h	m
e	h	m	h	h	h	h	m	m

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

MT 503 Project

MBA PROGRAMME ELECTIVES

BUSINESS ANALYTICS.

MT 547 Business Forecasting

COURSE INFORMATION SHEET

Course code: MT 547

Course title: Business Forecasting

Pre-requisite(s):MT405, MT411

Co- requisite(s):NIL

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

Class schedule per week: 30

Class: M.B.A

Level: 5

Branch: M.B.A

Name of Teacher:

Course Objectives

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(Lecture 6)

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)

Module 2: Smoothing and decomposition method (Lecture 6)

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)

Module 3 Estimation of Demand (Lecture6)

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

Module 4: Forecasting with regression models (Lecture 6)

Introduction to forecasting with Regression methods, SAS Primer (proc, reg, time trend modelling), forecasting with multiple regression, SAS primer(Proc, reg, proc Logistic)

Module 5 :ARIMA Time series models(Lecture 6)

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

TEXT BOOKS

- 1 .BowermanBL , 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

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

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping between Course Objectives and Course Outcomes

Course Objectives	Course Outcomes				
	CO1	CO2	CO3	CO4	CO5
1	H	H	M	M	M
2	M	H	L	M	M
3	M	M	M	M	M
4	H	H	M	L	M
5	L	L	M	M	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD 1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD8
CD 2	Tutorials/Assignments	CO2	CD1,CD4,CD8
CD 3	Seminars	CO3	CD1,CD2,CD4,CD9
CD 4	Mini projects/Projects/case studies	CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD9
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		

MT548 Data Visualization for Managers

COURSE INFORMATION SHEET

Course code: MT 548

Course title: Data Visualization for Managers

Pre-requisite(s): MT405, MT411

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester / Level: 3/5

Course Objectives

This course enables the students:

A.	Command a conceptual understanding and the ability to manage different aspects of the survey research process
B.	Use SPSS syntax for data analytics and management.
C.	Adopt appropriate statistical procedures to conduct analyses depending on the research goals and the nature of survey data

D.	Develop insights based on analytical results to better understand attitudes, perceptions and behaviour
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Course Outcomes

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

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

Syllabus

Module 1 (Lecture 5)

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

Module 2 (Lecture 6)

The process creating visualizations and selecting the appropriate visual display, Hands on with Tableau, Designing effective digital presentations, Telling stories with data

Module 3 (Lecture 6)

Visualization as exploration, visualizing categorical data, Visualizing time series data, visualizing multiple variables, Visualizing geospatial data

Module 4 (Lecture 6)

Dashboard design, Web-based visualizations, Interactive visualizations and motion, create multiple versions of digital visualizations using various software packages

Module 5 (Lecture 7)

Visualization of groups, trees, graphs, clusters, networks, software, Visualization of volumetric data, vector fields, processes and simulations, visualization of maps, geographic information, GIS systems.

TEXT BOOKS

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.

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
Mid Sem Examination Marks	25
End Sem Examination Marks	50
Quiz (s)	20
Assignments	5

Assessment Components	CO1	CO2	CO3	CO4	CO5
Mid Sem Examination Marks	√	√	√	-	-
End Sem Examination Marks	√	√	√	√	√
Assignment & Quizzes	√	√	√	√	√

Indirect Assessment –

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

Mapping between Objectives and Outcomes

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

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD 1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD8
CD 2	Tutorials/Assignments	CO2	CD1,CD4,CD8
CD	Seminars	CO3	CD1,CD2,CD4,CD9

3			
CD 4	Mini projects/Projects/case studies	CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD9
CD 6	Industrial/guest lectures		
CD 7	Industrial visits/in-plant training		
CD 8	Self- learning such as use of NPTEL materials and internets		
CD 9	Simulation		

MT 549 Data Mining

COURSE INFORMATION SHEET

Course code: MT 549

Course title: Data Mining

Pre-requisite(s): MT405, MT411

Co- requisite(s): NIL

Credits: L:2 T:0 P:0

Class schedule per week: 30

Class: M.B.A

Level: 5

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module1(Lecture5)

Data Mining (DM), Fundamental Concepts, Architectural Aspects of Data Mining, Data Mining Techniques, Data Mining Issues and Challenges

Module 2.(Lecture 6)

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

Module 3.(Lecture 6)

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

Module 4.(Lecture 6)

Classification and Clustering, Introduction, Clustering Paradigms, Partitioning Algorithm, K-means Clustering Algorithm, Hierarchical Clustering, Fuzzy c-means Algorithm, Categorical Clustering Algorithm

Module 5(Lecture 7)

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

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.

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
Mid Sem Examination Marks	25
End Sem Examination Marks	50
Quiz (s)	20
Assignments	5

Assessment Components	CO1	CO2	CO3	CO4	CO5
Mid Sem Examination Marks	√	√	√	-	-
End Sem Examination Marks	√	√	√	√	√
Assignment & Quizzes	√	√	√	√	√

Indirect Assessment –

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

Mapping between Objectives and Outcomes

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

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD 1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD8
CD 2	Tutorials/Assignments	CO2	CD1,CD4,CD8
CD 3	Seminars	CO3	CD1,CD2,CD4,CD9
CD 4	Mini projects/Projects/case studies	CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD9
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		

COURSE INFORMATION SHEET

Course code: MT 550

Course title: Multivariate Data Analysis

Pre-requisite(s): MT405, MT411

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Level: 5

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module 1(Lecture 8)

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

Module 2:(Lecture 6)

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

Module 3:(Lecture 6)

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

Module 4 :(Lecture 4)

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

Module 5 :(Lecture 6)

Functional data analysis, Functional PCA, Functional Classification, Functional Clustering

TEXT BOOKS

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

REFERENCE BOOKS

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

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
Mid Sem Examination Marks	25
End Sem Examination Marks	50
Quiz (s)	20
Assignments	5

Assessment Components	CO1	CO2	CO3	CO4	CO5
Mid Sem Examination Marks	√	√	√	-	-
End Sem Examination Marks	√	√	√	√	√
Assignment& Quizzes	√	√	√	√	√

Indirect Assessment –

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

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 551 Data Science in R

COURSE INFORMATION SHEET

Course code: MT 551

Course title: Data science in R

Pre-requisite(s): MT405, MT411

Co- requisite(s): NIL

Credits: L:0 T:0 P:4

Class schedule per week: 4

Class: M.B.A

Level: 5

Branch: M.B.A

Name of Teacher:

Course Objectives

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

Course Outcomes

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

CO1	To quantify determinants of Demand.
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CO2 .	To 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 (12 classes)

How to install R/R studio, How to install R packages, Basic computations in R

Module-2 : Essentials of R Programming (12 classes)

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

Module-3: Exploratory Data analysis in R (12 classes)

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

Module-4: (12 classes)

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

Module-5: (12 classes)

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

TEXT BOOKS

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

REFERENCE BOOKS

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

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

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping between Course Objectives and Course Outcomes

Course	Course Outcomes
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Objectives	CO1	CO2	CO3	CO4	CO5
1	H	H	M	M	M
2	M	H	L	M	M
3	M	M	M	M	M
4	H	H	M	L	M
5	L	L	M	M	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD 1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD8
CD 2	Tutorials/Assignments	CO2	CD1,CD4,CD8
CD 3	Seminars	CO3	CD1,CD2,CD4,CD9
CD 4	Mini projects/Projects/case studies	CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD9
CD 6	Industrial/guest lectures		
CD 7	Industrial visits/in-plant training		
CD 8	Self- learning such as use of NPTEL materials and internets		
CD 9	Simulation		

MT 552 Marketing Analytics

COURSE INFORMATION SHEET

Course code: MT 552

Course title: Marketing Analytics

Pre-requisite(s): MT405, MT411

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Level: 5

Name of Teacher:

Course Objectives

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

Course Outcomes

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

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

Syllabus

Module 1: Concept of "Big Data" and Analytics in Marketing (6 Lectures)

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.

Module 2: Pricing in Marketing Analytics (6 Lectures)

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

Module 3: Analytic Approach in Forecasting Marketing and Sales Data (6 Lectures)

Forecasting, Simple Regression and Correlation, Multiple Regression to Forecast sales Modelling Trend and Seasonality, Ratio to Moving Average Method, Winter’s Method

Module 4: Techniques of Customer Relationship Management (6 Lectures)

Customer Valuation and Conjoint Analysis, Customer Value Analysis, Customer Lifetime Value - Text Analytics, Web and Social Media analytics.

Module 5: Techniques of Retail Management (6 Lectures)

Retailing Analytics, Market Basket Analysis and Lift, Allocating Retail Space and Sales Resources - Advertising and Promotion Analytics, Measuring the effectiveness of Advertising.

Minimum 5 cases are to be discussed

Text Books

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

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

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping between Course Objectives and Course Outcomes

Course Objectives	Course Outcomes				
	CO1	CO2	CO3	CO4	CO5
1	H	H	M	M	M
2	M	H	L	M	M

3	M	M	M	M	M
4	H	H	M	L	M
5	L	L	M	M	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD 1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD8
CD 2	Tutorials/Assignments	CO2	CD1,CD4,CD8
CD 3	Seminars	CO3	CD1,CD2,CD4,CD9
CD 4	Mini projects/Projects/case studies	CO4	CD1,CD2,CD4
CD 5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD9
CD 6	Industrial/guest lectures		
CD 7	Industrial visits/in-plant training		
CD 8	Self- learning such as use of NPTEL materials and internets		
CD 9	Simulation		

FINANCE

MT504 MANAGEMENT OF FINANCIAL SERVICES

COURSE INFORMATION SHEET

Course code: MT504

Course title: Management of financial Services

Pre-requisite(s):MT402, MT415

Co- requisite(s):NIL

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

Class schedule per week: 2

Class: MBA

Semester / Level: 3/5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module 1 (6 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 (6 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, Indian Companies Act 1956, FERA, Negotiable Instrument Act 1881.(The module deals with country specific legal framework)

Module 3 (4 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 (6 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

- 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 Manchiraju ,Vikas Publication
- T4. Management of Financial Services, Bhatia and Batra, Deep & Deep Publication
- T5. Management of Banking and Financial Services, Padmalatha Suresh, Pearson
- T6. Financial Services, Dr. S Guruswamy, Tata McGraw Hill
- T7. Money and Capital Markets, Peter S. Rose & Milton H Marquis, McGraw Hill
- T8. Foundations of Financial markets and Institutions, Fa bozzi, Modigliani, Jones & Ferri, Pearson Education
- T9. Financial Markets and Institutions, Jeff Mudra, Cengage

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes

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

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method

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

MT505 INVESTMENT & PORTFOLIO MANAGEMENT

COURSE INFORMATION SHEET

Course code: MT505

Course title: Investment & Portfolio Management

Pre-requisite(s): MT402, MT415

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: Management

Semester / Level: 3/5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To impart knowledge in Investment decision making with understanding of classification of investors and different investment channels
B.	To give knowledge of functioning of capital and money market focusing the concept valuation of different financial instruments/claims dealt in the financial market
C.	To give knowledge of risk management understanding the concept of technical and fundamental analysis of risk for investment decision making
D.	To impart knowledge of portfolio management with understanding of different models of modern portfolio management
E.	To define as well as explain the derivatives (<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.	Initiate investment decision after analysing influencing pillars for selection of different investment channels suitable for different class of investors
CO2.	Differentiate various financial instruments/claims dealt in capital and money

	market based on their valuation as investment manager
CO3.	State the purpose of analysis of technical and fundamental factors of securities to initiate risk and return trade off exercise
CO4.	Explain the concept of diversification strategy to construct investment portfolio with reference to different academic models of modern portfolio management
CO5.	Differentiate between derivatives like, <i>options and futures</i> after analysing their advantages and disadvantages and thus to fix the risks associated with purchasing.

Syllabus

Module 1 (6 Lectures)

Introduction Concept, Investment, Speculation & Gambling, Influencing Factors of Investment Decision Making, Financial Decisions vs. Investment Decisions, Investors Classification, Investment Avenues - Bonds , Preference Shares , Equity Shares, Government Securities , Post Office Deposits, Real Estates, Venture Capital , Mutual Fund ,Exchange Traded Funds, Life Insurance. Securities Market Financial Market- Money Market, Capital Market &Gilt Edge Security Market, Participants in Financial Market. Methods of Floating New Issues, Role of Primary Market and Secondary Market, Stock Exchanges – Functions, Over the Counter Exchange of India, National Stock Exchange of India, Trading System – Type of Orders, Settlement, Speculations

Module 2 (4 Lectures)

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

Module 3 (6 Lectures)

Investment Analysis Concept of Fundamental Analysis- Analysis of Country's Economic Condition, Study and Analysis of State of the Industry and the Company – Concept of Industries, Lifecycle, Characteristics, Company Analysis –Analysis of Financial Statements. Technical AnalysisDow's Theory, Charts and Technical Indicators. Random Walk Model, Efficient Market Hypothesis (EMH).

Module 4 (8 Lectures)

Valuation of Bonds & Equity Bond Theorem, Valuation of Bond, Preference Shares, Equity Shares. Financial Derivatives Concept, Forward Contract – Features, Advantages and Disadvantages, Future Contracts – features, Advantages and Disadvantages, Long and Short Positions, Margin System, Options – Call Options, Put Options, Uses of Options.

Module 5 (6 Lectures)

Portfolio Management Traditional Investment Management, Introduction to Modern Portfolio Management, Markowitz Portfolio Model, Sharpe Model, CAPM , APT Model, Portfolio Management process, Portfolio Management Strategies, Portfolio Revision & Evaluation.

Text books:

1. Investment & Portfolio Management, Prasanna Chandra, Tata McGraw Hill
2. Security Analysis & portfolio Management, S Kevin, PHI Learning
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing
4. Security Analysis and Portfolio Management, Fischer & Jordan, PHI
5. Investment Analysis and Management, Charles P Jones, John Wiley
6. Modern Investment Theory, Haugen Roberts, PHI
7. Fundamentals of Investments, Alexander, Gordon, Jeffery, and Sharpe Williams
8. Modern Portfolio Theory and Investment Analysis, Elton, Gruber, Brown and Goetzmann

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	H	H	H	H	M	M	M	M
2	H	H	H	M	M	M	M	M
3	H	M	M	M	M	M	M	L
4	H	H	H	M	M	M	L	L
5	H	H	H	H	H	H	H	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD 1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD 2	Tutorials/Assignments	CO2	CD1
CD 3	Seminars	CO3	CD1 and CD2
CD 4	Mini projects/Projects	CO4	CD1, CD8

CD 5	Laboratory experiments/teaching aids	CO5	CD1, CD8
CD 6	Industrial/guest lectures		
CD 7	Industrial visits/in-plant training		
CD 8	Self- learning such as use of NPTEL materials and internets		
CD 9	Simulation		

MT506 CORPORATE FINANCE

COURSE INFORMATION SHEET

Course code: MT506

Course title: CORPORATE FINANCE

Pre-requisite(s): MT402, MT415

Co- requisite(s):NIL

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

Class schedule per week: 2

Class: MBA

Level: 3/5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

CO1.	Explain corporate terms and concepts and the roles of financial markets and institutions.
CO2.	Analyse bond price & yield price effectively as an Analyst or as a member or leader in diverse teams, and in multidisciplinary settings by applying valuation concepts of Bonds and securities
CO3.	Evaluate strategic and investment capital decision by using different techniques

	and can use sensitivity analysis to assess potential effects of uncertainty & Taxes.
CO4.	Design the Creative Investment proposal Strategy for a client so as to ensure achievement of the Investment Objective with Minimum Risk Factors.
CO5.	To analyse Merger and acquisition along with corporate evaluation.

Syllabus

Module 1 (6 Lectures)

Introduction Corporate Objectives, Wealth maximization–Profit maximization, Social welfare and Corporate growth, Impediments to Wealth maximization, Financial Market–Money Market and Capital Market. Financial Statement Analysis: Common Size Statement and Comparative Statement, Ratio Analysis, Financial Forecasting,

Module 2 (6 Lectures)

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

Module 3 (8 Lectures)

Capital Budgeting Overview of Capital Budgeting, Techniques of Evaluating Investments–Return on Investment, Income Based Method-Average Accounting Rate of Return Method, Nominal Cash Flow Based Method Payback Period, Discounted Cash Flow Based Methods–Discounted Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), Benefit Cost Ratio, Modified IRR

Module 4 (4 Lectures)

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

Module 5 (6 Lectures)

Economic Value Added and Corporate Performance Concept, Competitors to EVA, Functional Departments of a Co. as EVA Centers, EVA and MVA, EVA and NPV, EVA and TQM and Shareholder's Wealth, Improving EVA.

Text books:

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

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

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

Indirect Assessment –

1. Student Feedback on 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	M	M	L	L	M	M	H	M
2	H	H	M	H	M	H	M	M
3	M	M	L	M	L	H	M	M
4	H	H	H	L	L	M	M	M
5	M	M	H	L	M	M	H	L

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD2,CD4
CD2	Tutorials/Assignments	CO2	CD1CD2,CD4,CD5,CD6
CD3	Seminars, Workshop	CO3,	CD1,CD3,CD7
CD4	Mini projects/Projects	CO4	CD1CD2,CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1CD2
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training,		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT507 INTERNATIONAL FINANCE

COURSE INFORMATION SHEET

Course code: MT507

Course title:INTERNATIONAL FINANCE

Pre-requisite(s): MT402, MT415

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Semester/Level: III/5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

CO1.	To able to analyse and apply the concepts of exchange rates, interest rates and foreign exchange market.
CO2.	To Describe the structure and the relationship between the economy and the balance of payment.
CO3.	To analyse the exchange rate determination, and how the firm can manage their exchange rate risk and capitalize on anticipated exchange rate movement.
CO4.	To describe the various forex instruments traded like spot, forward, swaps, future and option.
CO5.	To able to analyse and manage the risk in foreign exchange management

Syllabus

Module 1 (6 Lectures)

Introduction International Financial System, Components of International System - Finance Functions, Input Market, Output Market, Sources and Uses of Funds, Concept of Internationalization, Sectoral Interdependence, Intra-National Dependence.

Module 2 (6 Lectures)

Balance of Payments Theory Definition, Accounting of Balance of Payments, Sources of Compilation, Deficit and Surplus in Balance of Payment, Disequilibrium in Balance of Payment and its Causes, Components of Balance of Payments, Mechanism of Adjustments, Mechanism of Pricing, Income Adjustment, Absorption Approach of Alexander, Elasticity

Approach vs. Absorption Approach, General Equilibrium Approaches, Measurement of Deficits.

Module 3 (6 Lectures)

International Financial Markets International Money and Capital Markets, Exchange Markets, Currency Markets – Euro Currency Market, Euro Bond Market, Foreign Exchange: Exchange Rate, Determination of Exchange Rate - Spot and Forward Exchange Rates, Exchange Risk Management Types of Risk - Trade and Exchange Risk, Exchange Rate and Currency Risk, Arbitrage and Speculation, Purchasing Power Parity Theory and Interest Rate Parity Theory.

Module 4 (6 Lectures)

Foreign Investments Portfolio Investments, International Diversification, Government Policy towards Portfolio Investments in India, Direct Foreign Investments, Risks in Foreign investments, Measurement and Management of Economic and Political Risk.

Module 5 (6 Lectures)

Operations of Commercial and EXIM Bank Import Credits, Export Credits, Export Credit Refinance, FERARules, Nostro, Vostro and Loro Accounts, Rate of Interest - Buying and Selling Rates, International Financial Institutions International Bank of Reconstruction & Development, International Finance Corporation, International Development Association, Asian Development Bank, BRICKS Bank International Monetary Fund

Text Book

T1. International Finance, P.K Jain, Peyrard& Yadav, Macmillian

T2. International Financial Management, P G Apte , Tata Mcgraw Hill Publication

Reference Book

R1. International Financial management, Jeff Madura, Thomson Publication

R2. International Finance, Theory and Practice, V.A. Avadhani, Himalaya Publishing House

R3. International Finance: Theory into Practice, Piet Sercu, Princeton University Press

R4. International Finance, Maurice D. Levi, Taylor & Francis Group

R5. International Financial Management, Beka ret & Robert, PHI

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

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes								
	A	b	c	d	e	f	g	h	
1	M	H	L	M	H	L	H	M	
2	H	L	L	L	L	M	M	M	
3	M	M	H	L	M	L	H	H	
4	L	L	M	M	H	H	L	L	
5	H	L	M	L	H	M	L	M	

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

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

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module 1 (6 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 (6 Lectures)

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

Module 3 (6 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 (6 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 (6 Lectures)

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

Suggested Readings

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

Reference Book

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

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									
	A	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

Mapping Between COs and Course Delivery (CD) methods

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

**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

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

Class schedule per week: 2

Class: Management

Semester/Level: III/5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

CO1.	Describe derivatives and their characteristics of derivatives markets
CO2.	Apply contextual knowledge of forward contracts, futures contracts and Options

	and describe the pricing and its valuation.
CO3.	Explain and analyse risk management applications of swap contracts and Communicate effectively with all stakeholders
CO4.	Analyse the risk involved in foreign exchange trading
CO5.	Analyse regulatory framework, Guideline and Identify business opportunities of derivative trading

Syllabus

Module 1 (6 Lectures)

Introduction Derivatives -Definition, Objectives, Types of Derivatives, Instruments, Roles in Financial Risk.Regulatory Frame Work, Role of SEBI, SEBI Guide Line for Derivative Trading.

Module 2 (6 Lectures)

Forward Contract Structure and Features, Forward Spread Agreement, Exchange Rate Agreement, Foreign Exchange Agreement, Forward Exchange Rates in India, Value of Forward contract, Forward Rates Computation, Forward Contract-Delivery, Cancellation, Extension, Terms and Conditions.

Module 3 (6 Lectures)

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

Module 4 (6 Lectures)

Options Structure and Features, Option terminology, Market Margin requirement, Taxation of Option Transaction, Principle of Option Pricing, Option Pricing Model-Binomial Model, Black Schole Model, Stock Option, Determining Option Premium, Option Strategies. Financial Swap–Importance, Advantages, Major Types of Swap Structure, Evaluation of Swap Market, Interest Rate Swap, Currency Swap.

Module 5 (6 Lectures)

Hedging Hedging of Foreign Exchange Exposure, Hedging with the Money Market, Currency Options, Currency Future, Internal Hedging Strategy, Speculation in Foreign Exchange and Money Market

Suggested Readings

T1. International Financial Management-P G. Apte-Tata Mcgraw-Hill Publication

T2. International Financial Management-Eun/Resnick-Tata McGraw-Hill Publication

T3. Financial Derivatives: Pricing and Risk Management, Robert W. Kolb, John Wiley & Sons

T4. Introduction to Derivatives and Risk Management, Dom M Chance, South Western Cengage Learning

Reference Books

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

R2. Risk Management and Financial derivative, Satyajit Das, McGraw Hill

R3. Introduction to Futures and Options Market , Hull John C ,PHI
 R4. Financial Derivatives: Theory and Concepts & Problems, S.L. Gupta, PHI

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

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes									
	A	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

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

CD9	Simulation			
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MT510 CORPORATE ACCOUNTING

COURSE INFORMATION SHEET

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

Course Objectives

This course enables the students:

A.	To develop sound knowledge on formation of companies and its accounting procedures including equity share capital, preference share capital and debentures
B.	To develop capabilities in analyzing company's final accounts
C.	To impart knowledge on valuation of company's goodwill and shares
D.	To develop comprehensive knowledge on amalgamation, absorption, external reconstruction and liquidation of companies
E.	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 regulatory environment in which companies are formed and operate in India and the accounting procedures for issue of equity shares as well as issue and redemption of preference shares and debentures
CO2.	Solve complex accounting problems of business corporate and interpret the problems in managerial decision making
CO3.	Assess the goodwill of the companies and ability to account for valuation of goodwill and shares
CO4.	Assess the accounting requirements for amalgamation, absorption, external reconstruction and liquidation of companies and familiarity with the theories
CO5.	Interpret sound knowledge on legal provisions of holding company's accounts and its financial statements.

Syllabus

Module 1 (6 Lectures)

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

Module 2 (6 Lectures)

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

Module 3 (6 Lectures)

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

Module 4 (6 Lectures)

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

Module 5 (6 Lectures)

Amalgamation, Absorption and External Reconstruction, Meaning and Types of Amalgamation, Accounting Treatment, Absorption, External Reconstruction. Holding Company Accounts, Holding Company- Definition and Features as per Co. Act. 1956, Subsidiary Company- Definition and Features as per Co. Act., 1956, Legal Provisions for a Holding Company, Consolidated Financial Statements

Suggested Readings:

- T1. Advanced Accountancy, Hrishikesh Chakravarty, Academy Press
- T2. Modern Accountancy, Amitabh Mukherjee & Md Hanif, Tata Mcgraw Hill Publication

Reference Books:

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

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									
	A	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

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

**MT511 STRATEGIC COST MANAGEMENT
COURSE INFORMATION SHEET**

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

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module 1 (6 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 (6 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 (6 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 (6 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 (6 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.

Suggested Readings:

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

Reference Books:

- R1. Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.
- R2. Cost Management – A Strategic Emphasis, Edward J. Blocher, David E. Stout, Gary Cokins, Kung H Chen, McGraw Hill Irwin.
- R3. Cost Accounting, M N Arora, Vikas Publication
- R4. Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication

R5. Cost Accounting, Charles T Horngren, Pearson Education

R6. Cost Accounting: Foundation and Evolution, Kinney & Raiborn, South Western Cengage

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									
	A	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

Mapping Between COs and Course Delivery (CD) methods

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

	internets			
CD9	Simulation			

MT512 BEHAVIORAL FINANCE

COURSE INFORMATION SHEET

Course code: MT512

Course title: Behavioural Finance

Pre-requisite(s): MT402, MT415

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Semester/Level: III/5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

CO1.	Critique the differences between a behavioral finance perspective and a traditional finance perspective.
CO2.	Critique discuss the cognitive biases and errors of judgment that affect financial decisions.
CO3.	Critically evaluate behavioral influences involving individuals investment decisions.
CO4.	Critically evaluate behavioral influences involving corporate (executive)

	financial decisions.
CO5.	Critically discuss important developments in this new area and the associated practical insights they provide.

Syllabus

Module 1 (6 Lectures)

Neo-classical Finance and Behavioural challenge: Rational Market hypothesis, rise of the rational market hypothesis, impact on Wall street and the corporate Foundation of Rational Finance: Expected Utility Theory, Modern Portfolio Theory, CAPM, Efficient Market Hypothesis. Influence of Psychology.

Module 2 (6 Lectures)

Heuristics and Biases: How the human mind works, Familiarity and related heuristics, Representativeness and related biases, Irrationality and adaptation, Hyperbolic discounting, Self-Deception, Forms and causes of Over-confidence

Module 3 (6 Lectures)

Prospect Theory and Mental Accounting, Reference and dependence, diminishing and sensitivity, Changes in risk attitude, decision weights, SP/A Theory, Mental Accounting: Mental Budgeting, Sunk Cost effect, Emotional and social factors.

Module 4 (6 Lectures)

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

Module 5 (6 Lectures)

Behavioural 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.

Suggested Readings:

- T1. Behavioural Finance, Prasanna Chandra, McGraw Hill.
- T2. Value Investing and Behavioural Finance, Parag Parikh, McGraw Hill.

Reference Books:

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

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes									
	A	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

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

HUMAN RESOURCE

MT 523 HUMAN RESOURCE PLANNING

COURSE INFORMATION SHEET

Course code: MT 523

Course title: Human Resource Planning

Pre-requisite(s): MT403, MT410

Co- requisite(s):NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/Level: III/ 5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module 1 (6 Lectures)

Introduction of Human Resource Planning and its impact on the Environment: Concept and Significance, Evolution, Objectives and Steps, Influencing Factors of Human Resource Planning. Influence of Technological, Social, Economic and Political Environment on Human Resource Planning.

Module 2 (6 Lectures)

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

Module 3 (6 Lectures)

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.

Module 4 (6 Lectures)

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

Module 5 (6 Lectures)

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

Suggested Readings

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

Reference Books

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

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #

Program Outcomes

	A	b	c	d	e	f	g	h
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

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

MT524 INDUSTRIAL RELATIONS AND LABOUR LAWS

COURSE INFORMATION SHEET

Course code: MT524

Course title: Industrial relations and Labour Laws

Pre-requisite(s): MT403, MT410

Co- requisite(s): NIL

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

Class schedule per week: 02

Class: M.B.A

Semester/ Level:III/5

Name of Teacher:

Course Objectives

This course enables the students:

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

	management.
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Course Outcomes

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

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

Syllabus

Module 1 (6 Lectures)

Introduction Concept and Approaches, Parties to Industrial Relations - Employers, Employees, Trade Unions, Government and other Stakeholders. Aspects of Industrial Relations- Cooperation and Conflict.

Module 2 (6 Lectures)

Trade Union and Unionism Concept, Objectives and Functions of Trade Union, Methods, Membership and Leadership of Trade Union, Growth of trade unions in Great Britain and India, Problems of Trade Union Movement in India, Measures for Strengthening of Trade Unions.

Module 3 (6 Lectures)

Collective Bargaining & Industrial Democracy Concept, Significance and Functions of Collective Bargaining, Procedure of Negotiation and Collective Bargaining, Essentials of Successful Collective Bargaining, Meaning and Significance of Industrial Democracy. Workers' Participation in Management- Concept, Levels and Modes, Workers' Participation in Management in India, Works Committee, Joint Management Councils and Shop Council.

Module 4 (6 Lectures)

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

Module 5 (6 Lectures)

Wage Legislations Payment of Wages Act, 1936- Objective & Scope, Rules relating to payment of wages responsibility, wage-period, time, mode, Deductions. Minimum Wages Act, 1948- Objective & Scope, Fixation & revision of minimum wage, Advisory & Central Advisory Board. Equal Remuneration Act, 1976 - Objective & Scope, Obligations of Employers. Payment of Bonus Act, 1965- Objective & Scope, Provisions related to minimum & maximum bonus, mode & time, set on & set-off.

Suggested Readings:

- T1. Industrial relations, Trade Unions and labour legislations, P.R.N. Sinha, InduBala Sinha, Seema PriyadarshaniShekhar, Pearson Publications
 T2. Industrial relations and Labour law, S C Srivastava, Vikash Publications

Reference Books

- R1. Labour Laws one should know, Garg, Ajay, Navi Publication
 R2. Industrial Relations, C.S.Venkata Ratnam, Oxford Higher Education
 R3. Sivarethinamohan R.(2010), Industrial Relations and Labour Welfare, PHI Learning(P) Ltd.
 R4. Bare Act for each prescribed Acts, Universal Law Publishing & Commercial Law Publishers.

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes									
	A	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1and CD8

CD2	Tutorials/Assignments		CO2	CD1 and CD2
CD3	Seminars		CO3	CD1 and CD2
CD4	Mini projects/Projects		CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids		CO5	CD1 and CD8
CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT525 RECRUITMENT, SELECTION AND TRAINING COURSE INFORMATION SHEET

Course code: MT525

Course title: Recruitment, Selection and Training

Pre-requisite(s): MT403, MT410

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester / Level: III/5

Name of Teacher:

Course Objectives

This course enables the students

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

Course Outcomes

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

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

Syllabus

Module 1 (6 Lectures)

Recruitment Meaning and Definition, Importance, Factors Affecting Recruitment, Sources and Process of Recruitment, Recruitment practices in India, Methods of Recruitment, Effectiveness of Recruitment Program.

Module 2 (6 Lectures)

Selection and Post Selection Activities Meaning and Definition, Need for Scientific Selection, Selection Method & Processes, Induction, Placement, Promotion, Transfer – Policies & Types

Module 3 (6 Lectures)

Training Concept, Need and Importance of Training, Steps in Training Program, Identification of Training Needs, Training Methods, Training Procedure, Advantages of Training, Evaluation of Training Program, Recent Developments in Training

Module 4 (6 Lectures)

Career Planning & Development Concept of Career, Career Planning-Meaning, Need and Process and Succession Planning-Features, Advantages & Limitations, Career Stages, Career Planning Process, Career Development, Career Management

Module 5 (6 Lectures)

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

Suggested Readings:

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

Reference Books

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

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

Course Outcome #	Program Outcomes									
	a	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

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

MT526 ORGANIZATIONAL CHANGE AND DEVELOPMENT**COURSE INFORMATION SHEET****Course code: MT526**

Course title: Organizational change and development

Pre-requisite(s): MT403, MT410

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/Level:III/5

Name of Teacher:

Course Objectives

This course enables the students

A.	Understand the basics of change and development, nature of change and development and its objective.
B.	Explain the impact of different environments on change and development and the relation between environmental factors and organizational change
C.	Analyze different types of strategies and integration of strategic Human Resource plans with business plans.
D.	Familiarize Concepts. And the organizational change methods in a brief manner.
E.	Familiarize strategy evaluation concept for strategic planning and for organizational change and development.

Course Outcomes

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

CO1.	Identify the key change management functions and operations in brief manner.
CO2.	Define, explain, illustrate and reason with the key change and development concepts.
CO3.	Identify the linkages between HRM functions and change and development strategies, structures and culture;
CO4.	Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of organizational change.
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 (6 Lectures)

Introduction to organizational Change Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change.

Module 2 (6 Lectures)

Introduction to Organizational Development Concept, Values, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Six-Box Model.

Module 3 (6 Lectures)

Organizational Problems and their Diagnosis Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models, Collecting and Analyzing diagnostic information.

Module 4 (6 Lectures)

OD Interventions Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations Intervention, Third Party & Structural intervention. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations.

Module 5 (6 Lectures)

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.

Suggested Readings:

- T1. Organizational Change and Development, Kavita Singh, Excel Books.
- T2. Organizational Change-Themes & Issues, Jim Grieses, Oxford.

Reference Books:

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

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #

Program Outcomes

	a	b	C	d	e	f	g	h
1	M	H	H	H	H	L	M	M
2	H	H	H	H	M	M	M	L
3	H	H	H	H	H	M	M	M
4	H	H	H	M	M	H	H	H
5	H	M	L	M	H	M	H	M

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

MT527 ORGANIZATIONAL THEORY AND DESIGN

COURSE INFORMATION SHEET

Course code: MT527

Course title: Organizational Theory and Design

Pre-requisite(s): MT403, MT410

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/ Level: III/5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module 1 (6 Lectures)

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

Module 2 (6 Lectures)

Organizational Design Types – Simple, Bureaucracy, Matrix, Virtual, Boundaryless & Leaner. Attributes – Differentiation & Integration.

Module 3 (6 Lectures)

Organizational Design & Employee Behaviour Structural Difference – Strategy, Size, Technology & Environment. Behavioural Implications of different Organizational Designs

Module 4 (6 Lectures)

Design Principles Requisite Complexity, Complementary sets of Choices, Coherence, Active Leadership and Re-configurability Concept, Elements – External Environment, Interorganisational Relationships.

Module 5 (6 Lectures)

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

Suggested Readings

- T1. Organisational Theory & Design, Richard L. Daft, South-Western, Cengage – Learning.
 T2. Organisational Theory & Design: Global Implication, Gareth R. Jones, Pearson Education.

Reference Books:

- R1. Organisational, Change & Development, Kavita Singh, Excel Book.
 R2. Understanding Organisational Behaviour, Sushama Khanna, Oxford.
 R3. Strategic Human Resource Management, Rajib Lochan Dhar, Excel Book.
 R4. Organisational Behaviour, Robbins, Judge & Behaviour, 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 –

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

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes									
	A	b	C	d	e	f	g	h		
1	M	H	H	H	H	L	M	M		
2	H	H	H	H	M	M	M	L		
3	H	H	H	H	H	M	M	M		
4	H	H	H	M	M	H	H	H		
5	H	M	L	M	H	M	H	M		

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD 1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1 and CD8
CD 2	Tutorials/Assignments	CO2	CD1 and CD2
CD 3	Seminars	CO3	CD1 and CD2
CD	Mini projects/Projects	CO4	CD1 and CD4

4			
CD			
5	Laboratory experiments/teaching aids		CO5
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		

MT528 COMPENSATION AND REWARDS

COURSE INFORMATION SHEET

Course code: MT528

Course title: Compensation and Rewards

Pre-requisite(s): MT403, MT410

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/Level:III/ 5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

CO1.	Analyse the basics of wage and salary administration and its nature.
CO2.	Evaluate the foundations of compensation strategies and wage concepts.

CO3.	Recognize the changing trends in the determination of pay and payment methods.
CO4.	Analyse different wage strategies used in different sectors.
CO5.	Evaluate the changing trends in the determination of pay.

Syllabus

Module 1 (6 Lectures)

Introduction Concept, Elements Significance of Employees Compensation & Benefits, Characteristics of Compensation Program. Types of compensation- Base & Supplementary compensation, Theories of wages.

Module 2 (6 Lectures)

Wage Determination Introduction to labor market, Wage policy, legal framework, Wage Determination - Unilateral, collective bargaining, pay commission, wage boards, Economic Theories of Wages.

Module 3 (6 Lectures)

Compensation Management and Job Design Introduction, Objectives, Job Design, Strategies and Techniques of Job Design, Components of Job Analysis-Job Analysis, Job Evaluation & Job Assessment, Work Measurement.

Module 4 (6 Lectures)

Establishing Internal and External Equity Introduction, Objectives, Meaning of Internal and External equity, Communicating Compensation Policies, Developing Pay Structure, Wage and Salary Surveys, Pay Grades and Ranges

Module 5 (6 Lectures)

Incentives Compensation and Benefits Introduction, Objectives, Need for Incentive Plans, Organization-wide Incentive Plan, Types of Employees Benefits

Text Books

- T1. Compensation Management – Text and Cases, Tapomoy Deb, Excel Books.
T2. Salary Administration, Mc Beath and Rands, London Business Books

Reference Books:

- R1. Personnel Management & Industrial Relations, Bhagoliwal, Sahitya Bhawan Publication
R2. Personnel Management, C.B. Mamoria, Himalay Publishing House
R3. Compensation and Reward Management, B.D.Singh, Excel Books
R4. Understanding Wage System, A.M. Sharma, Himalaya Publishing House.

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes									
	A	b	c	d	e	f	G	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	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		

MT529 PERFORMANCE MANAGEMENT SYSTEMS

COURSE INFORMATION SHEET

Course code: MT529

Course title: Performance Management Systems

Pre-requisite(s): MT403, MT410

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/Level: III/5

Name of Teacher:

Course Objectives

This course enables the students

A.	To understand the basics of management, nature of performance management, and its objective.
B.	To explain the impact of performance appraisal process on different H.R. Functions
C.	To analyze different types of strategies and integration of strategic Human Resource 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.	Explain 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 formulate organizational strategies and structures
CO4.	Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM
CO5.	Reflect strategy evaluation concept for strategic planning and for decision making.

Syllabus

Module 1 (6 Lectures)

Introduction to Performance Management Concept - performance, performance appraisal & performance management. Scope, Significance & Difference between Performance Appraisal and Performance Management. Armstrong's model of Performance Management.

Module 2 (6 Lectures)

Performance appraisal process Process, Approaches Issues & Techniques of performance appraisal. Appraisal interview.

Module 3 (6 Lectures)

Monitoring and mentoring Introduction, objectives and principles of Monitoring Process. Periodic reviews, problems solving and role efficacy

Module 4 (6 Lectures)

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

Module 5 (6 Lectures)

Improving the Performance Appraisal system Counseling, Appraisal Forms and Process, Accurate Behavioral Consistent, Documentation of Performance Appraisal. Significance of pay for performance, Types of pay for performance, Failure of pay for performance.

Minimum 5 cases to be discussed.

Suggested Readings

T1. Armstrong HandBook of Performance Management-Michael Armstrong, Kogan Page India Pvt Ltd.

T2. Performance Management, Michael Armstrong & Angela Baron, Jaico Publishing House

Reference Books:

R1. Essentials to Performance Management System-Dr. Mrs. Anjali Ghanekar, Everest Publishing House.

R2. Performance Management System, a holistic approach, B.D.Singh, Excel books.

R3. Performance Management, PremChadha, Macmillan India Ltd.

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes									
	A	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

Mapping Between COs and Course Delivery (CD) methods

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

MT 530 INDIVIDUAL AND GROUP BEHAVIOUR

COURSE INFORMATION SHEET

Course code: MT 530

Course title: Individual and Group Behaviour

Pre-requisite(s): MT403, MT410

Co- requisite(s):NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/Level:5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

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

Syllabus

Module 1 (6 Lectures)

Foundation of Individual behavior Personal, psychological, organizational and environmental factors.

Module 2 (6 Lectures)

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

Module 3 (6 Lectures)

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

Module 4 (6 Lectures)

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

Module 5 (6 Lectures)

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

Suggested Readings

T1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.

T2. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.

Reference Books:

R1. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.

R2. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes									
	A	b	c	d	e	f	g	h		
1	M	H	L	M	H	L	H	M		
2	H	L	L	L	L	M	M	M		
3	M	M	H	L	M	L	H	H		
4	L	L	M	M	H	H	L	L		
5	H	L	M	L	H	M	L	M		

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

COURSE INFORMATION SHEET

Course code: MT 531

Course title: Strategic Human Resource Management

Pre-requisite(s): MT403, MT410

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/ Level: III/ 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To understand the basics of Strategic Human Resource management, nature of strategic human resource management, and its objective.
B.	To explain the impact of different environments on strategic Human Resource Management and the relation between environmental appraisal and strategic Human Resource Management
C.	To analyze different types of strategies and integration of strategic Human Resource 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.	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 (6 Lectures)

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.

Module 2 (6 Lectures)

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).

Module 3 (6 Lectures)

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

Module 4 (6 Lectures)

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.

Module 5 (6 Lectures)

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.

Suggested Readings

- T1. Azhar Kazmi: Business policy
- T2. William F. Glueck: Strategic management and business policy

Reference Books

- R1. Michael Porter: Strategic Management
- R2. S.B. Budhiraja & Atheya: Cases in Strategic Management
- R3. Wheelen & Rangarajan: Concepts in strategic management & Business policy
- Jay. B. Barney & William. S. Hesterly: Strategic Management & Competitive Advantage

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes								
	A	b	c	d	e	f	g	h	
1	M	H	L	M	H	L	H	M	
2	H	L	L	L	L	M	M	M	
3	M	M	H	L	M	L	H	H	
4	L	L	M	M	H	H	L	L	
5	H	L	M	L	H	M	L	M	

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

IT & OPERATIONS

MT 532 Decision Science for Business Modelling

COURSE INFORMATION SHEET

Course code: MT532

Course title: Decision science for Business Modelling

Pre-requisite(s): MT406, MT413

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Level: 5

Name of Teacher:

COURSE OBJECTIVE

This course enables the students:

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

Course Outcomes

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

CO1.	To evaluate problem identification and formulation
CO2.	To analyse different model and its selection and use
CO3.	To Interpret the results of a statistical analysis
CO4.	To understand and interpret of the results of the analysis
CO5.	To apply the results of a statistical analysis to a business audience

Syllabus

Module 1 (8 Lectures)

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

Module 2 (6 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 (4 Lectures)

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

Module 4 (6 Lectures)

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

Module 5 (6 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 –

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

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes											
	A	B	C	D	E	F	G	H	I	J	K	L
1	H	H	H	H	M	M	M	M	M	L	L	L

2	M	M	M	H	M	H	M	M	H	H	H	H
3	L	L	L	M	L	M	M	M	H	H	H	H
4	L	L	L	M	L	M	M	M	M	M	M	M
5	M	M	M	L	M	M	L	L	H	H	H	H

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1,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: 2 L:2 T:0 P:0

Class schedule per week: 2

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

After the completion of this course, students will be able

CO1.	To apply the following tangible and practical skills that are valued by employers
CO2.	To understand the structure of operations planning and control systems in a wide variety of applications
CO3.	To gain knowledge the conceptual basis for operations planning and control systems
CO4.	To analyse experience in making operations planning and control decisions
CO5.	To apply sound knowledge in new vendor model and various supply chain collaboration.

Syllabus

Module 1 (6 Lectures)

Introduction, Operations Strategy – Managing Operation in Emerging Markets, concept, techniques

Module 2 (6 Lectures)

Process Selection, Quality Management / Six Sigma, techniques and implementation

Module 3 (8 Lectures)

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

Module 4 (5 Lectures)

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

Module 5 (5 Lectures)

News vendor model, Supply Chain Collaboration, concept and relevant cases.

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 Chopra and Meindl, PHI

Reference books:

1. Operations Strategy – Principles and Practice by Jan A. Van Mieghem
2. Operations Strategy (2nd Ed.) by Nigel Slack
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 Janat Shah
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

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 –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes											
	A	B	C	D	F	F	G	H	I	J	K	L
1	H	H	H	H	M	M	M	M	M	L	L	L
2	M	M	M	H	M	H	M	M	H	H	H	H
3	L	L	L	M	L	M	M	M	H	H	H	H
4	L	L	L	M	L	M	M	M	M	M	M	M
5	M	M	M	L	M	M	L	L	H	H	H	H

Mapping Between COs and Course Delivery (CD) methods

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

CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 534 Distributions and Logistics Management

COURSE INFORMATION SHEET

Course code: MT 534

Course title: Distribution and Logistics Management

Pre-requisite(s): MT406, MT413

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

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

CO1.	Explain the structure of logistics product.
CO2.	Apply logistics modelling for improved logistics customer service.
CO3.	Analyse the importance of the order processing and information system and management of transportation.
CO4.	Assess accurately the forecasting requirements and transport decisions.
CO5.	Design strategies for better logistics and application of various leveraging mathematical and analytical models.

Syllabus

Module 1 (6 Lectures)

Introduction, Strategy – Logistic Product, concept, and application

Module 2 (6 Lectures)

Logistic Modeling, Logistics Customer Service, techniques and application

Module 3 (4 Lectures)

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

Module 4 (6 Lectures)

Transport Decisions, Forecasting – Logistics requirement, techniques and implementation

Module 5 (8 Lectures)

Issues in Doing Better Logistics - Information Technology and Supply Chain Management , Logistics and Supply Chain Management – Leveraging Mathematical and Analytical Models, Business cases

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 Janat Shah

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 –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes												
	a	b	c	d	E	f	g	h	i	j	k	l	
1	H	H	H	H	M	M	M	M	M	L	L	L	
2	M	M	M	H	M	H	M	M	H	H	H	H	
3	L	L	L	M	L	M	M	M	H	H	H	H	
4	L	L	L	M	L	M	M	M	M	M	M	M	
5	M	M	M	L	M	M	L	L	H	H	H	H	

Mapping Between COs and Course Delivery (CD) methods

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

MT 535 Purchasing Strategy, Sourcing and Contracting

COURSE INFORMATION SHEET

Course code: MT 535

Course title: PURCHASING STRATEGY, SOURCING AND CONTRACTING

Pre-requisite(s): MT406, MT413

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To impart knowledge about key strategic supply management tools and how to integrate them into the business strategy
B.	To understand the challenges inherent in global sourcing relationships
C.	To develop sound knowledge in the strategy regarding the purchasing decision

Course Outcomes

After the completion of this course, students will be:

CO1.	Apply the framework for making long-term strategic supply management decisions
CO2.	Make 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 (8 Lectures)

Purchasing defined, objectives, Scope of Purchasing, creating profit in business, processes examined, place of purchasing, financial impact of functions, purchasing as a strategic process, purchasing strategy and strategic purchasing, purchasing decisions

Module 2 (6 Lectures)

Purchasing procedures, E-purchasing and System Contracting

Purchasing procedure, purchasing procedural areas, inefficiencies of traditional procedure, legal aspect, purchasing records, purchasing manual, e-purchasing, system contracting meaning procedures techniques and application

Module 3 (5 Lectures)

Just-In-Time (Lean) purchasing and Revenue management

JIT Philosophy, understanding JIT environment, manufacturing planning and control in JIT environment. Revenue management techniques application and definition

Module 4 (5 Lectures)

Supplier Selection and Evaluation and buy decision

Supplier assessment, evaluation and development, understanding the Make vs. buy decision i.e. outsourcing, global sourcing strategy and contracting

Module 5 (6 Lectures)

Trade Agreement and bargaining and negotiations

Meaning, benefit or burden, negotiation concept and technique, bargaining procedure, methods strategy

Suggested Readings:

Textbooks:

1. Purchasing and Supply Chain Management: Analysis, Strategy. Planning and Practice, 5th Ed., Arjan Van Weele
2. Purchasing (Barron's Business Library) by Michael Harding
- 3.

Reference Books:

1. Cachon, G. P. & Terwiesch C. 2004 Matching supply with demand: An introduction to operations management (2nd edition) Boston, MA: McGraw Hill.
2. Operations Strategy – Principles and Practice by Jan A. Van Mieghem
3. R.B. Chase, N.J. Aqualon & F.R. Jacobs, Production & Operations management Manufacturing & Services 2nd Ed, TMH

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 –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes											
	A	B	C	D	E	F	G	H	I	J	K	L
1	H	H	H	H	M	M	M	M	M	L	L	L

2	M	M	M	H	M	H	M	M	H	H	H	H
3	L	L	L	M	L	M	M	M	H	H	H	H
4	L	L	L	M	L	M	M	M	M	M	M	M
5	M	M	M	L	M	M	L	L	H	H	H	H

Mapping Between COs and Course Delivery (CD) methods

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

MT 536 OPERATIONS PLANNING AND CONTROL IN SUPPLY CHAIN MANAGEMENT

COURSE INFORMATION SHEET

Course code: MT536

Course title: OPERATIONS PLANNING AND CONTROL IN SUPPLY CHAIN MANAGEMENT

Pre-requisite(s): MT 406, MT 413

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To understand the concepts of operation planning and its application in industrial situation
B.	To develop a broad perspective of the operations function and an understanding of the details of operations planning and control system techniques
C.	To familiarise the students with various concept of operation planning and management
D.	To impart knowledge and understanding to students on supply chain management and its relevance to today's business decision making
E.	To develop an understanding of the structure of operations planning and control systems in a wide variety of applications

Course Outcomes

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

1.	Explain the structure of supply chains and the different ways through which supply chain can become competitive in market
2.	Explain how to use the levers of the logistic strategy to redefine the points necessary to make this harmonisation
3.	Analyse the importance of value creation and to propose action in the field of management of logistic cost towards the creation of value
4.	Design strategies for coordinating Operations Planning with other business activities.
5.	Make operations planning and control decisions

Syllabus

Module 1 (6 Lectures)

Introduction

Introduction to Manufacturing, Production and Control, techniques, importance , application in business, cases ,conclusion

Module 2 (6 Lectures)

Demand Management and forecasting

Managing Supply with Demand, Role of forecasting in supply chain, characteristics of forecasts, Approaches and methods to forecasting, Sales Inventory and Operations Planning (SIOP),Implementing sales and operation planning

Module 3 (6 Lectures)

Inventory Control and Management and Master Production Schedule (MPS)

Importance and scope of inventory control, Types of inventory, cost associated with inventory, inventory control, selective inventory control, economic order quantity, safety stocks, Inventory management system, steps involves in developing MPS, understanding of capacity planning, Importance of production planning, master scheduling, and sales., projected available balance and time fences

Module 4 (6 Lectures)

Material requirement planning and Capacity planning

MRP-I AND MRP-II,Bills of material structure and components, Material requirement planning processes, order types, management of material requirement plan, processes of capacity planning, measurement of capacity and the levels of capacity, order scheduling, steps in making capacity plan, Theories of constraint

Module 5 (6 Lectures)

Just-in-time and Strategic impact in operation planning and control

JIT Philosophy, understanding JIT environment, manufacturing planning and control in JIT environment, Strategic impact of operation planning and control

Textbooks:

1. Operations Management, by Stevenson, Mc Graw
2. Operation and Process Management : Principles and Practice for Strategic Impact, 2/e, Slack, Chambers, Johnston and Betts

3. Supply Chain Management, by Coyle, NEL, 8/e
4. R.B. Chase, N.J. Aquilano & F.R. Jacobs, Production & Operations management Manufacturing & Services 2nd Ed, TMH
5. Operations Management by B. Mahadevan, PHI
6. Operations Strategy – Principles and Practice by Jan A. Van Mieghem

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes												
	A	b	c	d	E	f	g	h	i	j	k	l	
1	H	H	H	H	M	M	M	M	M	L	L	L	
2	M	M	M	H	M	H	M	M	H	H	H	H	
3	L	L	L	M	L	M	M	M	H	H	H	H	
4	L	L	L	M	L	M	M	M	M	M	M	M	
5	M	M	M	L	M	M	L	L	H	H	H	H	

Mapping Between COs and Course Delivery (CD) methods

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

MT 537 Total Quality Management and Six Sigma

Course code: MT 537

Course title: Total Quality Management and Six Sigma

Pre-requisite(s): MT 406, MT413

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Level:5

Name of Teacher:

Course Objectives

This course enables the students:

A.	Ability to Develop an understanding on quality management philosophies and frameworks
B.	Ability to Develop in-depth knowledge on various tools and techniques of quality management.
C.	Ability to Learn the applications of quality tools and techniques in both manufacturing and service industry
D.	Ability to develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.
E.	Ability to Whether he/she can able to design Quality frameworks

Course Outcomes

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

1.	Understand the quality management philosophies and frameworks
2.	Develop sound knowledge on various tools and techniques of quality management.
3.	Equip themselves to understand quality tools and techniques in both manufacturing and service industry
4.	to develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.
5.	To analyze whether he/she can able to design Quality frameworks

Syllabus

Module 1

INTRODUCTION TO TOTAL QUALITY MANAGEMENT

Management of Quality: Conceptual outlook, definition of Quality, Strategic quality management, Quality planning, Costs of quality, Quality management, Total quality management, Conclusion

Module 2

TOTAL QUALITY MANAGEMENT - PRINCIPLES AND PRACTICES

Introduction, Customer satisfaction, Customer perfection, Service quality, Retention, Employee involvement, Motivation, Performance appraisal, Continuous process improvement, PDCA/PDSA cycle, 5S concepts, Kaizen, Performance measure in TQM. Tools of TQM: Introduction, Benchmarking, Business Process Reengineering, BPR vs. Benchmarking, QFD, TPM, FMEA, Conclusion

Module 3

QUALITY MANAGEMENT SYSTEMS Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits - TQM Implementation in manufacturing and service sectors

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, Conclusion.

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, Conclusion

Textbooks:

1. Dale H. Besterfield, et al., "Total quality Management", Pearson Education Asia, Third Edition, Indian Reprint 2006.
2. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 8th Edition, First Indian Edition, Cengage Learning, 2012.

Reference Book

1. Suganthi.L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 2006.
2. Janakiraman. B and Gopal .R.K., "Total Quality Management - Text and Cases", Prentice Hall (India) Pvt. Ltd., 2006.

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 –

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

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes												
	A	B	C	D	E	F	G	H	I	J	K	L	
1	H	H	H	H	M	M	M	M	M	L	L	L	
2	M	M	M	H	M	H	M	M	H	H	H	H	
3	L	L	L	M	L	M	M	M	H	H	H	H	
4	L	L	L	M	L	M	M	M	M	M	M	M	
5	M	M	M	L	M	M	L	L	H	H	H	H	

Mapping Between COs and Course Delivery (CD) methods

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

MT 538 Relational Database Management System

COURSE INFORMATION SHEET

Course code: MT 538

Course title: Relational Database Management System

Pre-requisite(s): MT406, MT413

Class schedule per week: 2

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

Class schedule per week: 2

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To understand the importance of DBMS and data storage organization
B.	To relate and compare different RDBMS models
C.	To compare the different ways of storing data and to deal with the recovery systems
D.	To be able to create an optimal database design using ORACLE

Course Outcomes

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

CO1	Describe basic concepts of database system
CO2	Design a data model and schemas in RDBMS
CO3	Analyze functional dependencies for designing a robust database
CO4	Be competent in use of Structured Query Language SQL

CO5	Implement transactions, concurrency control, and be able to do Database recovery and Query optimization.
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Syllabus

Module 1 (4 Lectures)

Database concepts

Overview of database system, basic database system terminology, data model, Introduction of data base management System (DBMS), Feature of DBMS, Architecture of DBMS,

Module 2 (8 Lectures)

Physical data Organization & Network Model

Model for external storage organization Storage hierarchy, index files, B-Trees, Files with variable length record, DBTG definition Implementation of Network and programme environment.

Relational database Concepts

Introduction to Relational data base Management System, (RDBMS) Relational data Models, Features of RDBMS, Functional Dependencies, decomposition of relational schema, Normal forms(1NF,2NF,3NF,BCNF).

Module 3 (6 Lectures)

Recovery System

Types of failures, Storage Structures, Recovery with concurrent transaction, Advanced recovery techniques- transaction rollback, fuzzy checkpoint, save point

Module 4 (6 Lectures)

Introduction to SQL

SQL as standard relational database language, data definition language (DDL) data Manipulation language(DML), Embedded DML in a host programming language, Authorization and Integrity Specification, Transaction Control Statements.

Module 5 (6 Lectures)

Database Technologies

Client server technology, Distributed database, multidimensional database Data Warehouse, Data marts, CRM

Database Utilities

Introduction to object-oriented database, Security, Object/Basic Database Administration/ Remote Data Access.

Suggested Readings

Text Books

1. Database Management System, Alex Leon, Mathews Leon, Pearson Education
2. Database Management Concepts, Korth, McGraw-Hill Education
3. Database Management System, C.J.Date, O'Reilly Media

Reference Books

1. Relation Database: Theory & Practical ,Val Cocarde, BPB Publications, New Delhi,
2. Oracle 8 –PL/SQL Programming, Scott Orman, 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 –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcomes							
	A	B	C	D	E	F	G	H
1	H	L	M	L	M	M	L	M
2	H	H	H	M	L	H	M	H
3	H	H	H	M	M	M	L	H
4	M	L	H	L	L	H	M	L
5	H	M	H	L	M	M	M	H

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method

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

MT 539 Business Data Communication

COURSE INFORMATION SHEET

Course code: MT 539

Course title: Business Data Communication

Pre-requisite(s): MT406, MT413

Co- requisite(s): NIL

Credits: L: 2 T: 0 P: 0

Class schedule per week: 2

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

1.	To develop the basics of Communication Systems.
2.	To understand the error detection techniques in signalling.
3.	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:

CO1.	To explain basic computer network technology.
CO2.	Understand and explain Data Communications System and its components
CO3.	Recommend the skills needed for sub netting and routing mechanisms.

CO4.	Enumerate and explain the layers of the OSI model and TCP/IP.
CO5.	Familiarity with the basic protocols of computer networks, and how they can be used to assist in network design and implementation

Syllabus

Module 1 (6 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 (6 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 (5 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 (5 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.

Suggested Readings:

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, AtulKahate, 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 –

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

Mapping between Program Outcomes and Course Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcomes #	Program Outcomes				
	A	B	C	D	E
1	H	H	H	M	H
2	H	H	M	L	L
3	L	M	H	H	L
4	M	L	H	M	H
5	L	M	H	M	H

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1, CD2& CD9
CD3	Seminars	CO3	CD1, CD2&CD4
CD4	Mini projects/Projects	CO4	CD 1, CD2,CD3& CD8
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD4
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 540 Enterprise Resource Planning

COURSE INFORMATION SHEET

Course code: MT 540

Course title: Enterprise Resource Planning

Pre-requisite(s): MT406, MT413

Credits: L: 2 T: 0 P: 0

Class schedule/week: 2

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

- A. Develop an understanding of ERP and its emerging trends.
- B. Explain the role of communication in ERP
- C. Develop the knowledge on ERP and its related technologies.
- D. Explain mechanism for control, maintenance, and implementation of ERP and its life cycle.
- E. Explain the emerging trends of next generation enterprise.

Course Outcomes

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

- CO1. Evaluate a good understanding of basic issues in Enterprise Systems,
- CO2. Analyze the scope of common Enterprise Systems (e.g., MM, SCM, CRM, HRM, procurement
- CO3. Explain the challenges associated with implementing enterprise systems and their impacts on organizations
- CO4. Describe the selection, acquisition and implementation of enterprise systems
- CO5. Communicate and assess an organization's readiness for enterprise system implementation with a professional approach in written form.

Syllabus:

Module 1 (8 Lectures)

Overview of ERP

Introduction of ERP, Need, Advantages, and Growth of ERP, MIS Integration, ERP drivers. Communication in ERP Systems: Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems.

Module2 (8 Lectures)

ERP and Related Technologies

Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP) , Supply Chain Management (SCM), Customer Relationship Management (CRM).

Module 3 (4 Lectures)

Control and Maintenance of ERP

Finance, Production planning, Sales and Distribution, Human Resource Management, Inventory Control System, Quality Management, ERP Implementation Life Cycles : Evaluation and selection of ERP package, Project planning, Implementation team training & testing, End user training & Going Live, Post Evaluation and Maintenance.

Module 4 (5 Lectures)

ERP- Resource Management Perspective

Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management.

Module 5 (5 Lectures)

Next generation enterprise

Emerging trends, information mapping, role of centralized /distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise, link within the enterprise and links with environment Client/server architecture.

Text Books:

1. ERP Demystified, Alexis, Leon, Tata McGraw Hill.
2. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.

Reference Books:

1. ERP: A Managerial perspective, Sadagopan, S., Tata McGraw Hill.
2. Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S., Galgotia Publications.
3. Enterprise Resources Planning and Beyond. Langanter, 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 Delivery methods
Lecture by use of boards/LCD projectors/OHP projectors
Tutorials/Assignments
Seminars
Mini projects/Projects
Laboratory experiments/teaching aids

Industrial/guest lectures
Industrial visits/in-plant training
Self- learning such as use of NPTEL materials and internets
Simulation

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

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

Mapping between Program Outcomes and Course Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcomes #	Program Outcomes				
	A	B	C	D	E
1	H	H	H	M	H
2	H	H	M	L	L
3	L	M	H	H	L
4	M	L	H	M	H
5	L	M	H	M	H

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
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CD2	Tutorials/Assignments	CO2	CD1, CD2& CD9
CD3	Seminars	CO3	CD1, CD2&CD4
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CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD4
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 541 Programming Technology-1 (C++).

Course code: MT 541

Course title: Programming Technology-1 (C++).

Pre-requisite(s): MT406, MT413

Co-requisite(s): NIL

Credits: L: 1 T: 0 P: 2

Class schedule per week: 1

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

1.	To understand the basic concepts of C++
2.	To understand the Objects and Classes of C++
3.	To familiarize with operator overloading and inheritance.
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:

CO1.	Explain the basics of Programming Technology C++.
CO2.	Analyze object-oriented concepts.
CO3.	Evaluate the problem description and then design object-oriented software's.
CO4.	Understand the Virtual functions and Pointers of the technology.
CO5.	Compute the Files and Streams in operating C++

Syllabus

Module 1 (6 Lectures)

C++ Programming Basics

Basic Program construction, operators in C++ ,Functions-Simple Functions, Passing argument to Function Returning values, Reference arguments, overloaded, Functions, inline functions, storage classes.

Module 2 (4 Lectures)

Object and Classes

Class and objects, Constructors, Destructors, Objects as Function arguments, Returning object from Functions, Static class data.

Module 3 (6 Lectures)

Operator Overloading and Inheritance

Overloading unary and binary operators, Data conversion. Derive class and base class, Derive class constructors, overriding member functions,

class Hierarchies, Public and private inheritance, Levels of inheritance, Multiple inheritance, Ambiguity in multiple inheritance, containership.

Module 4 (8 Lectures)

Pointers and Virtual Functions:

Memory management, pointer to object, pointers to pointer. Virtual Function, Pure virtual function, Friend functions, Static functions, Assignment and copy initialization, this pointer.

Module 5 (6 Lectures)

Files and organization

Introduction files and streams.

Suggested Readings

Text Books:

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

Reference Books:

- 1.The C++ Programming Language - B. Stroustrup, Addison-Wesley.
- 2.Let us C++ - Yashwantkanetkar, 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 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
Day to day performance & Lab files	30
Quiz (s)	15
Viva	15
End Semester Examination	25
Viva Voce	15

Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes

Course Objectives	Course Outcomes				
	A	B	C	D	E
1	H	H	M	M	M
2	M	H	L	M	M
3	M	M	M	M	M

4	H	H	M	L	M
5	L	L	M	M	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	1, 5
CD2	Tutorials/Assignments	CO2	1,2,3,5
CD3	Seminars	CO3	1,2,3,5
CD4	Mini projects/Projects	CO4	1,3
CD5	Laboratory experiments/teaching aids	CO5	1,3,5
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 542 Programming Technology – 11 (JAVA Application)

COURSE INFORMATION SHEET

Course code: MT 542

Course title: Programming Technology – 11 (JAVA Application)

Pre-requisite(s): MT406, MT413

Co- requisite(s): NIL

Credits: L: 1 T: 0 P: 2

Class schedule per week: 1

Class: MBA

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

1.	To develop the understanding of object oriented programming language.
2.	To familiarize the concept of classes and objects.
3.	To understand the various Syntax used in JAVA
4.	To understand the various Data types and Variable Declaration.
5.	To understand how to write programming loops in JAVA Constructors, methods and fields.

Course Outcomes

After the completion of this course, students will be:

1.	Distinguish and examine JAVA program format.
2.	Evaluate a software application using the Java programming language.
3.	Understand Syntax error, Run time errors and logic errors.
4.	Debug a software application written in the Java programming language. About the objects and events in JAVA.
5.	Analyse if else statement and Boolean expressions.

Syllabus

Module 1 (6 Lectures)

Overview of Java language:

Introduction to OOP Java program format, compiling and running ,methods, classes and inheritance, conditionals, loops and recursion, Boolean return values, working with threads and distributed computing, abstract methods and interfaces introduced, step-wise refinement and problem decomposition, object-oriented programming, software engineering basics .

Module 2 (6 Lectures)

A first look at objects and events/Java syntax and style:

Classes and objects, Classes and source files, Objects and classes, Library classes and packages, import statement, Extending library classes, fields, constructors, and methods, brief introduction to events handling in Java. Syntax and style in a programming language, Comments, Reserved words and programmer defined names, Statements, braces, blocks, indentation, Syntax errors, run-time errors, logic errors.

Module 3 (6 Lectures)

Data types, variables, and arithmetic:

Variable and a data type, Declarations of variables, Fields vs. local variables, Primitive data types-int, double and char, Literal and symbolic constants, Initialization of variables, Scope of variables, Arithmetic expressions,

Data types in arithmetic expressions, The cast operator, The compound assignment (+ =, etc.) and increment and decrement operators(++,-).

Module 4 (6 Lecture)

If else statement:

If-else statement, Boolean expressions, Boolean data type, Relational and logical operators, De-Morgan's laws, Short-circuit evaluation, Nested if-else and if-else-if, switch statement.

Module 5 (6 Lecture)

Classes, constructors, methods, and fields:

Introduction to Classes, Constructors, Methods and Fields. Introduction to Applets, Remote Method Invocation (RMI) and JAVA Beans.

Suggested Readings:

Text Books:

1. Head First Java, Kathy Sierra, Bert Bates, O'Reilly Media
2. Java How to Program, Harvey, M. Dietel, Prentice Hall

Reference Books:

1. Thinking in Java, Bruce Eckel, Prentice Hall
2. Beginning Java 2 JDK, Ivor Horton , Wiley.
3. The Java Programming Language, Ken Arnold, James Gosling, David Holmes,Prentice Hall.
4. Programming with Java: A primer, E. Balagurusam, Tata McGraw-Hill,

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

Indirect Assessment –

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

Mapping of Course Objectives onto Course Outcomes

Course Objectives	Course Outcomes				
	CO1	CO2	CO3	CO4	CO5
CO1	H	H	M	L	L
CO2	H	H	L	L	L
CO3	H	M	H	L	L
CO4	L	M	L	H	H
CO5	H	M	L	M	M

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	1, 5
CD2	Tutorials/Assignments	CO2	1,2,3,5
CD3	Seminars	CO3	1,2,3,5
CD4	Mini projects/Projects	CO4	1,3
CD5	Laboratory experiments/teaching aids	CO5	1,3,5
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 543 Software Engineering

COURSE INFORMATION SHEET

Course code: MT 543

Course title: Software Engineering

Pre-requisite(s): MT406, MT413

Co- requisite(s): NIL

Credits: L: T: P:
 2 0 0

Class schedule per week: 2

Class:

Semester / Level: 3/5

Name of Teacher:

Course Objectives

This course enables the students:

1.	To develop the understanding of System's Concept.
2.	To familiarize with Software Design Principles.
3.	To understand Software Quality Assurance.
4.	To understand real time systems.
5.	To understand Project Management tools and computing structures.

Course Outcomes

After the completion of this course, students will be:

1.	Understand the different phases of integrated systems.
2.	Understanding of Software Design Principles.
3.	Understand the Software Quality Assurance Processes.
4.	Understand the characteristics of real time systems.
5.	Understand the cause and effects of Project Failure, Risk Management.

Syllabus

Module 1 (6 Lectures)

Software Concept and Software Design – Overview: Software Concepts and Processes, Software Life Cycles, Cost Effective Software, Software Documentation, Software Design Overview, Design Concepts, Design Consideration, and Design Pattern.

Module 2 (6 Lectures)

Software Quality Assurance and Real Time Systems Overview: Software Quality Assurance Processes and Verification Concepts, Quality Characteristics and Definitions, Software Defects and Customer Quality Checks, What are Real Time Systems, Real Time Systems Scheduling and Designing, and Ideal Component of Real Time Systems.

Module 3 (6 Lectures)

Project Management Tools: Risk Management, Project Planning and Tracking, Inspections-General Concepts, Measurement/ Various Testing (Module/Package Level, Subsystem Integration, Regression, State Based, Traditional/Functional, Logical and OO Testing) , Safety/Failure Analysis.

Module 4 (6 Lectures)

Computing Structures Overview: Computer Architecture basics, including Boolean algebra, gates, combinational and sequential logic, machine-level representation of data, machine organization, assembly/machine language programming, memory organization, caches, heaps, stacks, serial and parallel I/O, interrupts, bus protocols, and direct-memory access (DMA).

Module 5 (6 Lectures)

Algorithm and Data Structures: Fundamental Data Structures and Algorithms, Searching and Sorting Algorithm Design Techniques, Dynamic Programming, Graphs and Graphs Algorithms, Empirical and Theoretical Measures of the Efficiency of Algorithms and Complexity Analysis.

Suggested Readings:

Text Books:

1. Software Engineering, Shari Lawrence Pfleeger, Joanne M. Atlee, Pearson .
2. Fundamentals of Software Engineering, Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli Pearson

Reference Books:

1. Real-Time Systems and Software, Alan C. Shaw, Wiley .
2. Real-Time Systems, Jane W.S. Liu, Prentice -Hall .
3. Software Engineering, Principles and Practice , Waman S. Jawadekar ,McGraw Hill.
4. Fundamentals of Software Engineering, Second Edition, Carlo Ghezzi, Mehdi Jazayeri and Dino Mandrioli, Pearson Education (Addison Wesley).
5. Software Engineering, Principles and Practice , Hans Van Vliet, John Wiley and Sons.
6. Software Engineering, An Object-Oriented Perspective, Eric J. Braude , John Wiley and Sons.

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 –

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

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

Course Objectives	CO1	CO2	CO3	CO4	CO5
CO1	H	M	M	H	H
CO2	M	H	M	L	L
CO3	L	M	H	M	H
CO4	M	L	L	H	H
CO5	L	L	L	M	H

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	1, 5
CD2	Tutorials/Assignments	CO2	1,2,3,5
CD3	Seminars	CO3	1,2,3,5
CD4	Mini projects/Projects	CO4	1, 3
CD5	Laboratory experiments/teaching aids	CO5	1, 3, 5
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 544 Multimedia and Web Designing

COURSE INFORMATION SHEET

Course code: MT 544

Course title: Multimedia and Web Designing

Pre-requisite(s): MT406, MT413

Co-requisite(s): NIL

Credits: L: T: P:
1 0 2

Class schedule per week: 1

Class: MBA

Semester / Level: 3/5

Name of Teacher:

Course Objectives

This course enables the students:

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

Course Outcomes

After the completion of this course, students will be:

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 (6 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 (6 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 (6 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 (6 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 (6 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 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
Day to day performance & Lab files	30
Quiz (s)	15
Viva	15

End Semester Examination	25
Viva Voce	15

Indirect Assessment –

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

Mapping between Objectives and Outcomes

Mapping of Course Objectives onto Course Outcomes

Course Outcomes					
Course Objectives	PO1	PO2	PO3	PO4	PO5
CO1	H	H	L	M	L
CO2	H	H	L	M	L
CO3	H	L	H	H	H
CO4	H	L	L	H	H
CO5	L	L	H	M	M

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1, CD2& CD9
CD3	Seminars	CO3	CD1, CD2&CD4
CD4	Mini projects/Projects	CO4	CD 1, CD2,CD3& CD8
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD4
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 545 System Analysis and Design

COURSE INFORMATION SHEET

Course code: MT 545

Course title: System Analysis and Design

Pre-requisite(s): MT406, MT413

Co – Requisite(s) : NIL

Credits: 2.0

Class schedule per week: 2 L:2 T:0 P:0

Course Objectives

This course enables the students:

A.	To understand the evolving methodologies for the analysis, design, and development of an information system.
B.	To manage projects, prototyping, CASE tools, and systems development life cycle phases.
C.	To analyze a problem and design an appropriate solution using a combination of tools and techniques
D.	To acquire a technological infrastructure and organizational possibilities in the emerging business models .

Course Outcomes

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

1.	Explain the methodologies used for analysis of an information system.
2.	Analyze projects, CASE tools and SDLC
3.	Acquire different business models and their solution using a combination of tools and techniques.
4.	Manage projects and carry out prototyping
5.	Use multiple combination of tools and techniques for speedy recovery of a system

Syllabus

Module1 (4 Lectures)

Introduction :Types of information systems and their characteristics, The process of systems development, System Development Life Cycle, Project Feasibility, System Requirements Analysis, Fact Finding Techniques, Systems analyst and information systems stakeholders ,System analyst skills , Information system stakeholders and their roles.

Module2 (6 Lectures)

Business and information systems, Understanding information as a resource, Understanding the structure of organizations, Understanding the culture of organizations, Types of information systems

Module 3 (6 Lectures)

Gathering user requirements and information analysis, Data sampling, Interviewing techniques, Creating questionnaires, Observing stakeholders and their environment(s), Prototyping, Joint Application Development (JAD), Rapid Application Development (RAD), Data modelling ,Entity relationship diagrams, Process modeling, Data flow diagrams, Structured English, Decision tables, Decision trees

Module 4 (8 Lectures)

CRUD synchronization matrices, Data dictionaries and information system metadata, Project management, Gantt charts and PERT, diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational, feasibility, Preparing and writing system proposals, Request for Proposal (RFP), Request for Comment (RFC), Working with HW/SW vendors.

Module 5 (6 Lectures)

Systems design, Building and testing databases and files, Building and testing network infrastructure. Writing and testing programs, Installing and testing purchased software, Systems implementation. Testing, Conversion planning, User training, Module Systems maintenance, Systems enhancement. Reengineering, Reverse engineering, System failure recovery, Technical support.

Suggested Readings

Text Books

1. Systems Analysis and Design, KE Kendall, JE Kendall, Pearson Prentice Hall
2. Structured Systems Analysis: Tools and Techniques, CP Gane, T Sarson, Prentice-Hall
3. System Analysis and design, Donald Yeates, Tony wakefield, Pearson Education's

Reference books

1. Structured Design: Fundamentals of a Discipline of Computer Program and Systems Design, E Yourdon, LL Constantine , Prentice-Hall
2. Fundamentals of database System, R Elmasri, SB Navathe,

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 –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcomes							
	A	B	C	D	E	F	G	H
1	H	H	M	L	M	H	L	M
2	H	H	H	M	L	H	M	H
3	H	H	H	M	M	M	L	H
4	H	L	H	L	L	H	M	H
5	H	M	H	M	M	M	M	H

MT 546 Computer Aided Management

COURSE INFORMATION SHEET

Course code: MT 546

Course title: Computer Aided Management

Pre-requisite(s): MT406, MT413

Credits: 2.0

Class schedule per week: L:2 T:0 P:0

Level: 5

Course Objectives

This course enables the students:

A.	To develop knowledge and understanding of contemporary theories and practices by examining the relationship between a theoretical understanding and real-life situations.
B.	To outline and integrate different dimensions of computer aided management arising from human resource management, information systems and strategic management.
C.	To understand the concept of 'intellectual capital' and how it is managed and exploited in organisations.
D.	To gain critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness.

Course Outcomes

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

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.	Analyze and compare the models and algorithms related to the concepts of data warehousing and data mining

4.	Compare and use Neutral and Grid computing
5.	Implementation and integrate Management Support Systems

Syllabus

Module 1 (6 Lectures)

Management Support Systems- Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications.

Decision Support Systems- Introduction to Decision Support Systems, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems.

Module 2 (6 Lectures)

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.

Module3 (8 Lectures)

Expert System-Concept, Structure, Working, Benefits & Limitations, Knowledge Acquisition & Validation- Scope, Methods, Validation, Verification, Analyzing, Coding, Documenting & Diagramming, Knowledge Representation, Inference Techniques. Data Warehousing & Data Mining-Access, Analysis, **Mining& Visualization-** Data Mining: What is Data Mining? Motivating Challenges, The Origins of Data Mining, Data Mining Tasks, Exploring Data-Summary Statistics, Visualization, Multidimensional Data Analysis

Module 4 (5 Lectures)

Classification: Preliminaries General Approach to Solving a Classification Problem, Decision Tree Induction, Model Over fitting, Evaluating the Performance of a Classifier, Methods for Comparing Classifiers, Association Analysis- Problem Definition, Frequent Item set Generation, Rule Generation, Compact Representation of Frequent Item sets, Alternative Methods for Generating Frequent Item sets, FP-Growth Algorithm, Evaluation of Association Patterns, Effect of Skewed Support Distribution.

Module 5 (5 Lectures)

Neural Computing - Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks. Grid Computing-- Overview. Intelligence System Development, Fuzzy Logic, Genetic Algorithm, Implementing & Integrating Management Support Systems- Issues, Strategies, Generic Models, Integrating EIS, DSS, ES& Global Integration.

Suggested Readings:

Text books

1. Decision Support System & Intelligent System, Turban, Aronson, Pearson.
2. Business Intelligence: data mining and optimization for decision making, Vercellis CarlO, Wiley
3. Key Issues in the New Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, USA

Reference Books

1. Introduction to Groupware, Workflow, and Workgroup Computing by Setrag Khoshafian (Author), Marek Buckiewicz (Author), John Wiley & Sons
2. Introduction to Artificial Intelligence by CHARNIAK (Author), Pearson Education India.
3. Decision Support Systems: Concepts and Resources for Managers, [Daniel J. Power](#) Greenwood Publishing Group

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
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Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcomes	Program Outcomes							
	A	B	C	D	E	F	G	H
1	H	L	H	L	L	M	L	M
2	H	H	H	L	L	H	L	H
3	H	H	H	M	-	H	L	H
4	H	L	H	L	L	H	M	L
5	H	L	H	L	L	M	M	L

Mapping Between COs and Course Delivery (CD) methods

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

MARKETING

MT513 Consumer Behaviour

Course code:MT513

Course Title: Consumer Behaviour

Pre-requisite(s): MT404

Co- requisite(s): NIL

Credits: L:2 T:0 P:0

Class schedule per week: 2

Class: M.B.A

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

- A.** To aware students with the theoretical frameworks and practical implications of consumer behavior for business
- B.** To examine forces shaping consumer choice in modern society
- C.** To develop an understanding of decision making, perception, learning and attitude development
- D.** To identify the importance of personality, involvement and motivation in consumer behaviour
- E.** To understand the effects of the social environment and culture upon consumer behaviour

Course Outcomes

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

- CO1 To explain the theoretical and practical implications of consumer behaviour
- CO2 To analyse consumer behaviour in context with the modern society
- CO3 To derive implications of consumer decision making, perception, learning and attitude development for marketing decisions
- CO4 To relate and analyse the significance of personality, involvement and motivation in consumer behaviour
- CO5 To analyse the effects of social environment and culture on consumer behaviour

Syllabus

Module 1 (6 lectures)

Introduction

Scope & importance, the consumer research process, quantitative and qualitative research. Market segmentation: Importance and use.

Consumer Motivation & Perception

Dynamic nature of motivation. Motivational research. Personal and psychological influences Absolute and Differential Threshold, Perceptual Selection, Organisation and Interpretation. Product and Service Positioning, Perceived price, quality and risk,.

Module 2 (6 lectures)

Consumer Attitude formation and Change

Concept of attitude, Attitude formation, Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change

Communication and Consumer Behaviour

Celebrity influence, Word of Mouth, Opinion Leaders, Use of Unconventional Communication methods, Influence of Social Media on Consumer purchase Behaviour

Personality and consumer behaviour

Nature of personality, Freudian, non- Freudian and trait theories. , Personality Traits and it's Marketing significance, Product personality and brand personification, Elements of Consumer Learning

Module 3 (6 lectures)

Sociocultural Influences

Socialisation, Family Buying decision, Measurement of Culture, Cultural aspects of emerging markets, Cross Cultural Consumer Behaviour

Module 4 (8 lectures)

Consumer decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making

Diffusion of innovations

Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles.

Consumer Gifting Behaviour

Module 5 (4 lectures)

Consumer and society: Consumerism, consumer protection, consumer right and consumer education, legal consideration.

E-Buying behavior

The e-buyer vis-a vis the brick and mortar buyer, Influences on e-buying.

Text books:

1. Consumer Behavior, Schiffman&Kanuk, Pearson
2. Consumer Behavior; Concepts & Applications, Loudon, Deltabitta

Reference books:

1. Consumer Behavior, Engel & Blackwell, Thomson
2. Consumer Behaviour, Raju & Xardel, Vikas
3. Consumer Behaviour, Kazmi & Batra, 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 –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	1	2	3	4	5	6	7	8
a	H	M	H	H	M	H	M	M
b	H	H	H	H	H	H	M	H
c	H	M	H	H	H	M	M	H
d	H	H	M	H	M	H	H	M
e	H	M	H	H	H	H	M	M

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

MT514 Marketing Research

Course code : MT514
Course title : Marketing Research
Pre-requisite(s) : MT404
Co- requisite(s) : NIL
Credits :2 L: 2 T:0 P:0
Class schedule per week : 2
Class : MBA
Level : 5
Name of Teacher :

Course Objectives

This course enables the students:

A .	To develop capability to understand the fundamentals of Marketing research and make students industry ready.
B.	To inculcate an attitude for identifying and undertaking research work both in industry as well as in academic environment with emphasis on continuous learning enabling to excel in competitive participations.
C.	To nurture and nourish students to conduct unbiased research on the problems of the society and develop solutions to it.
D .	To foster a confident and competent graduate capable to solve real life practical industrial problem in a systematic manner.
E	To encourage students to interpret the outcomes in a manner that would help solve business problems in the best possible manner.

Course Outcomes

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

CO1 Describe the marketing research process and list the characteristics of various types of research

CO2 Given a Marketing Management problem determine the related Research Problem

CO3 Formulate Research Objectives and Hypothesis from a given research problem

CO4 Given the research budget select suitable Research Design for achieving the research objectives

CO5 Organize the data collection process, Analyse data and draw inferences and recommend solutions to the research problem and the Marketing Problem

Syllabus:

Module 1 (6 lectures)

Introduction, Nature and Scope of Marketing Research, Application of Marketing Research, Objective and importance of Marketing Research, Market Research Vs. Marketing Research, Marketing Intelligence versus Marketing Research, Role of Marketing Research, Types of Research M.R. and Marketing Information System. The Marketing Research Process- An Overview

Module -2 (6 lectures)

Research Designs: Exploratory Research, Descriptive Research, Alternative Research Design, Experimental Research, Testing Effect, Measurement Variation and Interactive Effect. **Types of Data:** - Primary Data and Secondary Data, Sources of Secondary Data M.R. in India.

Module 3 (6 lectures)

Questionnaire Design: Concept, Distinguish Questionnaire and Interview schedule, Process of Designing a Questionnaire, Types of Questionnaire, sampling: Census and Sampling, Sampling Error, The population, Sample frame, Sampling Techniques, Sample Size Determination. **Data Collection:** Survey Vs Observation Method Various Interviewing Methods, **Attitude Measurement:** Types of scales, Nominal, Ordinal, Interval, Ratio Scales, Thurstone and Likert Scales and Semantic Differential Scales, Depth Interview and Focus Group Interview.

Module 4 (6 lectures)

Processing Raw Data: Editing, Coding, and Tabulation, **Data Analysis:** - Statistical Estimation, use of percentages and Measures of Central tendency, Test of Hypothesis, Type I and Type II Errors, application of “z” & “t” tests, Chi-square Analysis, Analysis of Variance.

Module 5 (6 lectures)

Quantitative Techniques and Model Building: Application of Correlation and Regression Analysis, Multivariate Analysis, Application of Factor Analysis, Cluster Analysis and Conjoint Analysis, Report Writing :The contents and characteristics of a good report.

Text Books

T1: Research Methods in Marketing Management: B N Sethna & Leonard Greanveld

T2: Marketing Research: Boyd & Westfall

T3: Marketing Research: David Aaker

Reference Books

R1: Marketing Research: G C Beri

R2: Research for Marketing Decisions: Green & Tull

R3: Marketing Research (Text and Cases) : Rajendra Nargundkar

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

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
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 517 Retail Management

Course code: MT 517

Course title:RETAIL MANAGEMENT

Pre-requisite(s):MT404

Co- requisite(s):NIL

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

Class schedule per week: 2

Class: MBA

Semester/Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To impart knowledge about importance and scope of retailing in global and domestic scenario.
B.	To develop knowledge about Retail economics and environment along with Foreign direct investment in Retail sector.
C.	To develop sound knowledge of Retailing in different way of classification along with Targeted Customers and gathering Information in retail sector.
D.	To impart knowledge of communication mix along with implementation of communication strategies.
E.	To develop 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	Analyse the challenges of retail economics and FDI in retail sector
CO3	Develop a retail mix for sustainable competitive advantage.
CO4	Design suitable Communication mix for a Retail Brand
CO5	Design store layout, Merchandising and staffing strategy to achieve Retail targets.

Syllabus

Module 1 (6 lectures)

Introduction

Definition, Importance & Scope. Retail Scenario- Global, Retail Scenario-India. Opportunities in Retailing - Managerial & Entrepreneurial. Retail Economics: Economic Significance of Retailing, The Retail environment, Foreign Direct Investment in Retail in India.

Module 2 (6 lectures)

Classification

Retail Institutions by Ownership, Store Based Retailing, Electronic & Non- Store Retailing & other forms of Non- Traditional Retailing.

Module 3 (6 lectures)

Targeting Customers & Gathering Information

Identifying & Understanding Consumers, Information Gathering & Processing in Retailing. Importance of Information System in Retailing.

Module 4 (4 lectures)**Communication Mix & Strategies**

Planning Retail Communication, Implementing Retail Advertising Retail Market Strategies.

Module 5 (8 lectures)**Store Planning**

Store Planning Design & Layout, Retail Merchandising, Pricing in Retailing, Importance of Supply Chain Management in Retailing. Management of Store: Store Management Responsibilities, Recruitment & Selection of Store Employees, Motivating & Managing Store employee, Evaluation of Store Employee, Compensation & Reward for Store Employees, CostControl, Inventory loss.

Text Books

T1. Retail Management, Michael Levy, Barton A.Weitz, Mc Graw Hill

T2. Retail Management, A strategic Approach: Barry Berman & Joel R.Evans, Pearson

Reference Books:

R1. Retail Management, Gibson G.Vedamani, Jaico Publishing House

R2. Retail Business Management, Karen R. Gillespie, Joseph C.Hecht, Carl F. Lebowitz, Mc Graw Hill

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

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

Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes**Course Outcome #****Program Outcomes**

	1	2	3	4	5	6	7	8
1	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M

Mapping Between COs and Course Delivery (CD) methods

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

MT 518 Services Marketing

Course code: MT 518

Course title: Services Marketing

Pre-requisite(s): MT404

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To impart knowledge about the implications of relationships, customer satisfaction, service recovery and other critical elements in services marketing.
B.	To provide students with an appreciation of concepts, functions, and techniques of the craft of marketing services
C.	Identify critical issues in service design including the nature of service products & markets, building the service model, and creating customer value
D.	Identify critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes
E.	Demonstrate ability in evaluating service designs; To provide an in depth appreciation and understanding of the unique challenges

	inherent in managing and delivering quality services
F.	To develop an understanding of the "state of the art service management thinking.

Course Outcomes

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

CO1	Explain the uniqueness of services and the various tools for intangible offering.
CO2	Identify gaps between customer expectation and customer service provided and then designs strategies to improve customer service.
CO3	Design services marketing standards, while understanding various customer relationships.
CO4	Identify critical issues in service design including the nature of service products & markets, building the service model, and creating customer value and formulate strategies accordingly.
CO5	Evaluating the effectiveness of service designs
CO6	Identify critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes

Syllabus

Module 1

Introduction (4 lectures)

Definition, Differences between Services and Goods, Categories of Service Providers, Marketing Implications of Service Characteristics, Services Marketing Mix – People, Physical Evidence & Process.

Module 2

The Gap Model of Service Quality (8 lectures)

The Customer Gap, The Provider Gap, The Customer Expectations of Service, The Zone of Tolerance, Customers Perception of Quality and Customer Satisfaction, SERVQUAL.

Module 3(6 lectures)

Understanding Customer Requirements

Listening to Customers through Research, Building Customer Relationship, Service Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer-Defined Service Standards

Module 4 (6 lectures)

Physical Evidence and Servicescape

Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Servicescape.

Employees and Customers Role in Service Delivery

Service Culture, Importance of Service Employees and Customers in Service Delivery.

Module 5 (6 lectures)

Managing Demand and Capacity

Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand.

Marketing Communication

Need for Coordination in Marketing Communication, Promotion in Services Marketing, Logistics and Distribution in Services Marketing.

Text books:

1. Services Marketing, Ziethmal&Bitner,McGrawHill

Reference books:

1. Services Marketing, Lovelock, Pearson
2. ServicesMarketing ,Jauhari& Dutta, Oxford
3. Services ,GovindApte, Oxford
4. Services Marketing, Lovelock, 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 –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcome								
	a	b	c	d	e	F	g	h	
1	H	H	M	H	M	M	M	M	
2	H	H	H	H	H	H	H	H	
3	H	M	H	H	H	M	H	M	
4	H	M	H	H	H	H	H	L	
5	H	M	L	H	M	L	M	H	
6	H	H	H	H	H	H	H	H	

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1,CD8
CD2	Tutorials/Assignments	CO2	CD1, CD4
CD3	Seminars	CO3	CD1,CD4,CD9
CD4	Mini projects/Projects/Case studies	CO4	CD1,CD2,CD5

CD5	Laboratory experiments/teaching aids	CO5	CD1,CD4,CD5,CD9
CD6	Industrial/guest lectures	CO6	CD1,CD8
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT 519 Sales and Distribution Management

Course code: MT 519

Course title: Sales and Distribution Management

Pre-requisite(s): MT 404

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

Class schedule per week: 2

Class: M.B.A

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To explain the various concepts of sales and distribution, aspects of sales force and distribution channel, steps of sales planning process..
B.	To develop an understanding of the concept of recruitment, selection, training , motivation etc for sales force management
C.	To describe the factors affecting channel management decisions
D.	To explain the role of logistics in corporate strategy.

Course Outcomes

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

CO1	To be able to describe and explain sales planning process.
CO2	Should be able to forecast sales objective for any organization.
CO3	Being given a sales plan, one can design strategies for sales force management
CO4	Compare and design the optimal channel for an organization.
CO5	Compare and select the best alternative for logistic design.

Syllabus

Module 1 (6 lectures) Sales Management

Nature, Meaning and Scope, Sales as a function of Marketing Management , Theories of Selling – Buyer Seller Dyads, AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory, Behavioral Equation Theory, selling process.

Module 2 Sales Organization (6 lectures)

Need & Structure, Sales Management Functions & Responsibilities

Sales Force Management

Recruitment and Selection, Training of Sales People, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force

Module 3 Physical Distribution System (8 lectures)

Introduction, Need & Benefits, Distribution as Service function - Needs and Levels.

Information Systems for Physical Distribution

Designing Distribution Logistics System, Logistics Management and Logistics Information System, Role of Logistics in Corporate Strategy, Suitability of Movement in Tracking System, Factors in Designing Strategic Distribution System

Warehouse Management

Warehouse Functions, Processes, Organization and Operations.

Module 4 Channel Management Decisions (4 lectures)

Selection & Compensation of Channel Members. Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies and Legal Issues

Module 5 Time and Territory Management (6 lectures)

Designing Sales Territories, Routing and Scheduling.

Sales Quota

Purpose, Importance & Types.

Text Books

1. Fundamentals of selling, Charles Futrell, McGraw Hill
2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing
3. Sales Management-Still and Cundiff and Giovonni, Prentice Hall
4. Selling and sales management, Jobber, Prentice Hall

Reference Book

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

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

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Assessment Components	CO1	CO2	CO3	CO4	CO5
Mid Sem Examination Marks	√	√	√	-	-
End Sem Examination Marks	√	√	√	√	√
Assignment & Quizzes	√	√	√	√	√

Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcome								
	a	b	C	d	e	F	g	h	
1	H	H	M	H	L	M	M	L	
2	H	M	H	H	M	H	H	M	
3	H	L	M	H	H	H	H	M	
4	H	M	H	H	H	M	H	H	
5	H	L	H	H	H	H	H	H	

Mapping Between COs and Course Delivery (CD) methods

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

MT520 Brand Management

Course code: MT520

Course title: Brand Management

Pre-requisite(s): MT404

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester/Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

- A. To explore branding across goods and services.
- B. To develop an understanding among the students regarding the importance of branding
- C. To make students future ready and deal with critical branding situations
- D. To train students to make and evaluate branding decisions

Course Outcomes

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

- CO1 Define branding and terminology related to branding and differentiate between terms such as brand equity, brand loyalty, e
- CO2 Evaluate a brand and differentiate a great brand from other brands.
- CO3 Apply the brand positioning framework to develop a brand, develop long term, sustainable brand strategies and position a product
- CO4 Apply the brand positioning framework to reposition or revitalize a brand, develop a brand portfolio.
- CO5 Develop and integrate marketing campaigns to build and maintain the Equity of a Brand

Syllabus

Module 1 (6 lectures)

Introduction

Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Challenges & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Brand Equity.

Customer Based Brand Equity

Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model- Identity, Meaning, Response & Relationships.

Module 2 (6 lectures)

Brand Positioning

Definition of Target Market & Market Segmentation, Defining the Competitive Frame of Reference, Establishing the Points of Parity & Points of Difference.

Brand Audit

Brand Inventory & Brand Exploratory.

Module 3 (6 lectures)

Building Brand Equity

Identifying the Criteria and Choosing Brand Elements to Build Brand Equity

Brand Tracking

Need for Brand Tracking, Designing Brand Tracking Studies.

Module 4 (6 lectures)

Measuring Brand Equity

Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Measuring Return on Brand Investment (ROBI)

Brand Extension

Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines

Module 5 (6 lectures)

Branding and Marketing Communication

Developing Integrated Marketing Communication Programs for Brand Building, Advertising & Brand Building

Managing Brands over time

Reinforcing & Revitalizing Brands.

Text books:

1. Strategic Brand Management, Keller, Parmeswaran& Jacob, Pearson
2. Brand Management, Kirti Dutta, Oxford Publishing
3. Brand Management, Y L R Moorthi, Vikas Publishing

Reference books:

1. Brand Asset Management, Scott M Davis, McGraw Hill
2. Managing Brand Equity, David Aaker, New York Free Press

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome #	Program Outcomes							
	1	2	3	4	5	6	7	8
a	H	M	H	H	H	M	M	M
b	H	H	H	H	H	H	M	H
c	H	M	H	H	H	M	M	H
d	H	H	H	H	H	H	H	M
e	H	M	H	H	H	M	M	M

MT 522 Social Marketing

Course code :MT 522

Course title: Social Marketing

Pre-requisite(s): MT404

Co- requisite(s):NIL

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

Class schedule per week: 2

Class: M.B.A

Semester Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	Introduce the nature and significance of social marketing and its development process.
B.	Analyze the key aspects of social marketing environment.
C.	Explain the factors affecting various product , price , place decision.
D.	Explain the factors affecting in selection of various distribution channels.
E.	Introduce the key aspects of sustainability and ethics

Course Outcomes

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

CO1	To explain the scope, concepts and goals of social marketing.
CO2	To analyse the environment and recommend appropriate segmentation, targeting and positioning strategies.
CO3	To recommend suitable product, price strategies for social marketing.
CO4	To design key components of social marketing to achieve targeted social objectives.
CO5	Critique the ways the effectiveness of campaign can be measured and explain the difficulties that may be encountered

Syllabus :

Module 1: Introduction (6 lectures)

Concepts, Definition, Scope, Steps in strategic marketing planning process

Module 2: Analyzing social marketing environment (6 lectures)

Determining research needs and options, conducting situational analysis

Module 3: Selecting target audience, objectives and goals (6 lectures)

Segmenting, evaluating and selecting target audience, Setting behavior objectives and goal, identifying barriers, competition

Module 4: Developing social marketing strategies (6 lectures)

Positioning, Develop the social marketing product platform, Determine monetary and non monetary incentives and disincentives, Develop place strategy, Designing messages, Creative strategies, Selecting communication channels

Module 5: Managing social marketing programs (6 lectures)

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

Text book:

Social Marketing: Nancy R.Lee, Philip Kotler

Reference book:

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

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

POs met through Gaps in the Syllabus

Topics beyond syllabus/Advanced topics/Design

POs met through Topics beyond syllabus/Advanced topics/Design

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

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

Indirect Assessment –

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

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcomes							
	a	b	C	d	E	f	g	h
1	H	H	L	H	L	M	L	L
2	H	L	H	H	M	M	H	M
3	H	M	H	H	H	H	H	H
4	H	H	H	H	H	M	H	H
5	H	H	H	H	H	H	H	H

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1,CD4
CD3	Seminars	CO3	CD1,CD4,CD9
CD4	Mini projects/Projects/Case studies	CO4	CD1,CD2,CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD4
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		

CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT515 International Marketing

Course code: MT515

Course title: International Marketing

Pre-requisite(s): MT404

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Semester / Level: /5

Name of Teacher

Course Objectives

This course enables the students:

A.	To understand international marketing theory and concepts.
B.	To understand Global Marketing Environment and its application in an in-depth industry specific analysis for evaluating and selecting a foreign market.
C.	To learn the process of marketing research and challenges in international marketing.
D.	To understand and design strategies for product, channel, distribution, brand.

Course Outcomes

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

CO 1	To undertake strategic business analysis to design appropriate international marketing objectives and strategies.
CO 2	To identify, analyse and evaluate data information related to international market research to business opportunities and threat relevant in the current world.
CO 3	To apply international marketing concepts and theories to evaluate and segment a market, target the customer and positing of the product.
CO 4	To manage the preparation of documents and the application of procedures to support the movement of products and services in the organization's global supply chain.

CO 5	To design the creative strategy for a brand so as to ensure achievement of the communication objective.

Syllabus

Module 1 (8 lectures)

Introduction

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, **International Marketing Environment:** Business Practices and Ethics, Cultural, Political, and Legal Environment, Basis of International Trade, India and World Trade, **Balance of Payments:** Concept, Influence on country's export & import, Protectionism, Quotas.

Module 2 (4 lectures)

International Marketing Research

Concept and scope of International Marketing Research, International Marketing Research Process and Challenges, Marketing Plan for Exports Multinationals and their role in International Marketing.

Module 3 (6 lectures)

Managing International Marketing Mix: Product and Services, International product and Service Strategies, International Promotional Mix,

International Marketing Strategy Decisions: Segmentation and Positioning, Planning for International Marketing, Product Planning, International PLC.

Product & Channel strategy: Global Market & Product Development, Product Adaptation & Product Standardization in different nations.

Module 4. (6 lectures)

Overseas Distribution system: Alternative Middleman Choices - Home country, Foreign country and Government affiliated, middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members.

Module 5 (6 lectures)

International Promotion Strategy: Global advertising, Global brands vs Local Brands

International Pricing Strategy: Pricing Decisions and internal Challenges, policy & objectives, Leasing, Dumping and its legal implications.

Text Book

1. International Marketing-Analysis and strategy, Onkvisit, Sak and Shaw, TMH
2. Global Marketing Management, Keegan, Pearson
3. International Marketing, Rajagopal, Vikas

Reference Books:

1. International Marketing and Export Management, Albaum, Duer & Strands, Pearson
2. International Business Management, Sinha & Sinha, Excel Books
3. International Marketing, P K Vasudev, Excel

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	Programme outcomes							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	M	H	H	M	M	M	H	H
2	H	M	M	M	-	M	-	H
3	H	L	M	M	M	M	-	M
4	H	M	M	H	M	M	M	H
5	H	M	M	M	H	H	H	M

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1and CD2
CD3	Seminars	CO3	CD 1 and CD8
CD4	Mini projects/Projects	CO4	CD1 and CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1 and CD2

CD6	Industrial/guest lectures			
CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT 516 Industrial Marketing

Course code	:MT 516
Course title	: Industrial Marketing
Pre-requisite(s)	: MT404
Co- requisite(s)	: NIL
Credits	: 2 L: 2 T:0 P:0
Class schedule per week	: 2
Class	: MBA
Semester/Level	: 5
Name of Teacher	:

Course Objectives

This course enables the students:

A.	To understand the concept of industrial marketing and difference between industrial market and consumer market.
B.	To Explain the Industrial Marketing Environment and the various models of Industrial Buyer Behavior.
C.	To Developing an understanding of the strategic planning process in Industrial Marketing.
D.	To Outline the key aspects of the various marketing tools and their application in Industrial Marketing.
E.	To Explain the important decisions related to managing the Marketing Mix of Services.

Course Outcomes

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

CO 1	To Compare the differences and similarities between challenges faced in Consumer Marketing and industrial marketing.
CO 2	To Recommend appropriate Segmentation, Targeting and Positioning strategy for an industrial brand.
CO 3	To Forecast demand and Develop the Marketing Plan for an industrial product.
CO 4	To Apply buying behaviour concepts to design industrial products & services, set prices and distribution and logistics strategies to achieve the Marketing Objective.
CO 5	To Design Marketing Mix for industrial services to achieve planned marketing objective

Syllabus

Module 1 (6 lectures)

Introduction:

Nature and Objectives, Differences between Industrial Marketing and Consumer Marketing, Classification of Industrial Customers and Industrial Products, Industrial Marketing Environment.

Module 2(6 lectures)

Relationship Marketing: Customer Satisfaction Management and Measurement, Customer Loyalty. **Industrial Market Demand Analysis:** Characteristics Peculiar to Demand of Industrial Products.

Module 3 (8 lectures)

Industrial Buying and Buyer Behavior :Concept of Buying Centre and Selling Centre, Buying Situations, Industrial Buying Process, Buy- Grid Model, Brand Influence in Industrial Purchase, Jagdish N. Sheth's Model of Industrial Buyer Behavior.

Module 4 (5 lectures)

Industrial Market Segmentation: Macro and Micro Segmentation Approaches, Wind, Cardozo & Richard's Model, Implementation Problems in Industrial Marketing. **Strategic Market Planning: The Strategic Planning Process;** Scanning, Tracking and Tackling Competition.

Module 5 (5 lectures)

Marketing of Industrial Services: Concepts, Unique Features of Services, Elements of Marketing Mix in Services Marketing, Distinction between Consumer & Industrial Services. **Marketing Strategies:** Industrial Markets - Product, Price, Promotion and Distribution. Industrial Marketing Research- Scope & Process.

Suggested Readings**Text Books:**

T1: Industrial Marketing – Analysis Planning & Control by Reederd Brierty ,Prentice Hall of India, New Delhi

T2: Marketing Management – Philip Kotler Pearson Education, New Delhi

Reference Books:

R1: Industrial Marketing Management by Hutt and Speh, Cengage

R2: Industrial Marketing by K.K. Havaldar, McGraw-Hill Companies, New Delhi

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 Programme Outcomes

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

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

MT521 Advertising and Integrated Marketing Communication

Course Code: MT521

Course Title: Advertising and Integrated Marketing Communication

Pre-requisite(s): MT404

Co- requisite(s): NIL

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

Class schedule per week :2

Class: MBA

Level: 5

Name of Teacher:**Course objectives:**

This course enables the students:

- A. To develop an appreciation of the Characteristics and significance of Integrated Marketing Communication and role of the elements of the marketing communication mix.
- B. To explain the process of planning the advertising campaign.
- C. Outline the role of the various components of the World of Marketing Communication
- D. To develop an understanding of the process of designing the Media and Creative strategy for an advertising campaign
- E. To explain the merits and limitations of the various methods of measuring effectiveness of advertising campaigns.

Course outcomes:

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

- CO1 Appraise the need for Marketing Communication for a Brand.
- CO2 Formulate the Communication Objectives for the Brand and suggest suitable communication mix. so as to ensure achievement of the Marketing Objective
- CO3 Interpret the expectations of the client organization and explain them to the campaign team in the advertising agency and vice versa.
- CO4 Design the Creative Strategy for a Brand to ensure achievement of the Communication Objective.
- CO5 Design effective Media Strategy for achieving the Communication Objective.
- CO6 Evaluate the Communication & Sales Impact of Advertising Campaign

Syllabus**Module 1 (4 lectures)****Introduction to Integrated Marketing Communication (IMC)**

Evolution & significance of IMC, Role of Various promotional elements in Marketing Communication. The IMC Planning Process, Review of Consumer Buying decision process and factors affecting it.

Introduction to Advertising

History of advertising, Classification of advertising, The structure of the Advertising & Promotions World , Advertisers, Advertising agencies, and Media. Economic Social and Ethical issues in Advertising, Advertising Regulation, Role of ASCI and other regulatory bodies.

Module 2 (6 lectures)

The Communication Process

Basic Communication Model, Traditional Communication Response Hierarchy Models, Consumer Involvement, The FCB Planning model, Kim Lord Model, Elaboration Likelihood Model.

Planning an advertising campaign

Setting the advertising objective, Sales vs Communication Objective, DAGMAR, Defining the target audience, Apportioning the advertising budget.

Module 3 (8 lectures)

Creative Strategy

Role of Creativity in Advertising, Research inputs to the creative process, Relevance of Brand Positioning & USP, Advertising appeals, Finding the Big Idea, Creative Execution themes- Demonstration, Testimonial etc, Creative Execution in Print Advertising, Creative Execution in TV Advertising.

Media Strategy

Types of media, Media characteristic , Using Indexes (Brand Development Index & Category Development Index) to determine where to promote, Establishing the Media Objective, Factors affecting Media Selection, Media Scheduling, Establishing Reach & Frequency objectives, , Audience Measurement , Media selection and scheduling, Media Buying

Module 4 (4 lectures)

The Advertising Agency

Agency structure, Flow of work in an Agency, Agency Compensation, Client Agency relationship

Testing Advertising Effectiveness

Communication and sales Effectiveness, Various methods of Pre & Post testing.

Module 5 (8 lectures)

The New Age Promotional Media

Integrating the internet in the IMC programme, communicating through websites, Search Engine Marketing, Banner advertisements, Blogs & Community Forum, Marketing Communication through Social Media, Merchandising, Mobile Advertising

Other Tools of Promotion

Public Relations, Publicity, Direct marketing, Sales Promotion, Event Marketing.

Text books:

1. Advertising and Promotions; An IMC Perspective, Belch & Belch, McGraw Hill
2. Advertising and Promotions, An IMC Perspective, Shah & D'Souza, McGraw Hill
3. Advertising and Sales Promotion, Kazmi and Batra, Excel Publishing

Reference Books:

1. Integrated Advertising Promotion and Marketing Communications, Clow and Baack, Prentice Hall
2. Advertising Management, Jethwaney & Jain, Oxford Publishing

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

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

SECTORAL

MT553 Bank Management

Course code: MT553

Course title: Bank Management

Pre-requisite(s): MT402, MT415

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: MBA

Level:5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To understand functions of commercial banks in modern banking environment including diverse areas of international banking
B.	To develop knowledge about country's central banking system with special reference to Reserve Bank of India
C.	To develop sound knowledge in the area of fund and non-fund based business of commercial banks with special focus on legal aspects and creation of charges on securities of the banks
D.	To understand merchant banking activities of commercial banks
E.	To develop sound knowledge in managing Non Performing Asset (NPA) of commercial banks

Course Outcomes

After the completion of this course, students will be:

CO 1	Analyse the complex banking system including international banking environment
CO 2	Integrate processes according to the functioning of Reserve Bank of India and commercial banks in Indian banking system
CO 3	Decide and perform in the areas of fund based and non-fund based businesses having legal brain as a total banker
CO 4	Apply the concept of merchant banking activities including investment banking, venture capital funding, factoring services and bank assurance
CO 5	Take decisions related to Non- Performing Assets (NPA) and to prove excellence in this Critical Performance Area (CPA) to retain the slice of profit as an ethical banker

Syllabus

Module 1 (6 Lectures)

Introduction

Meaning and Definition of Banking, Evolution of Indian Banking system, Features of Banking, Classification of Banks. Bank Customer relationship, Paying Banker vs. Collecting Banker, Negotiable Instrument Act,

Module 2 (6 Lectures)

Central Banking system

Definition of Central Bank, Need of Central Banking, Central Banking & Commercial Banking, Establishment of Reserve Bank of India, Organization & Administration of RBI, Functions of RBI.

Module 3 (6 Lectures)

Commercial Banking

Functions of Commercial Banks, Management of Commercial Bank - Board of Director, Organizational set up of Commercial Banks in India, Role of Commercial Banks in economic development of India, Profitability of Indian Commercial Banks. **Merchant Banking** Introduction, Concept, Role of Merchant Bankers, Investment Banking, Venture Capital Funding, Factoring services, Bancassurance. NPA – Definition & Concept, Remedial and Corrective measures in managing NPAs. Prudential Norms -Capital Adequacy, Income Recognition and Assets Classification (IRAC).

Module 4 (6 Lectures)

Banking Business

Fund Base Business - Meaning and Types of business, Concept of Loans and Advances, Types of Loans - Cash Credit, Overdraft, Term Loan. Mechanism of Loan Accounts, 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.

Module 5 (6 Lectures)

International Banking

International Regulations of Commercial Bank, Basle Committee & Basle Concordats; Role of EXIM Bank, Role of IMF, Role of Asian Development Bank.

Text books:

T1: Banking Law and Practice, P.N.Varshney, Sultan Chand

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

T3: Indian Banking, R. Parameswaran and S.Natarajan, Vikas Publication

Reference books:

R1: Management of Indian Financial Institutions, R.M.Srivastava, Himalaya Publication

R2: International Financial Management, Vyptakeshsharan, Prentice Hall of India Pvt. Ltd., New Delhi.

R3: Elements of Banking and Insurance, JyotsnaSethi and NishwanBhalla, PHI

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

1. Student Feedback on Faculty
2. 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	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

Mapping Between COs and Course Delivery (CD) methods

CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1
CD3	Seminars	CO3	CD1 and CD2
CD4	Mini projects/Projects	CO4	CD1, CD8
CD5	Laboratory experiments/teaching aids	CO5	CD1, CD8
CD6	Industrial/guest lectures		

CD7	Industrial visits/in-plant training			
CD8	Self- learning such as use of NPTEL materials and internets			
CD9	Simulation			

MT554 Insurance Management

Course code: MT554

Course title: Insurance Management

Pre-requisite(s): MT402, MT415

Co- requisite(s):NIL

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

Class schedule per week: 2

Class: MBA

Level:5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To gain knowledge of concept and role of insurance in economic development of the country
B.	To understand legal framework of Insurance business discussing role of IRDA and provisions of Consumer Protection Act.
C.	To describe different types of insurance covers and risks involved therewith
D.	To clearly understand the role of an Insurance Manager and knowledge of claim settlement Process
E.	To understand well risk management process involved in insurance business

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Course Outcomes

After the completion of this course, students will be:

CO 1	Take up the role of insurance manager involved in insurance business for economic development of the country
CO 2	Manage different insurance products applying legal frame work in the environment of insurance business
CO 3	Function according to the directives of IRDA during compliance of insurance regulations applicable in insurance business
CO 4	Frame efficient claims settlement process as the bench mark of insurance business
CO 5	Make decisions according to risk management processes involved in insurance business

Syllabus

Module 1 (6 Lectures)

Introduction Definition of Insurance, Nature of Insurance, Purpose and need of Insurance, Mechanism of Insurance, Concept of Insurance, Double Insurance and Reinsurance, Insurance as a Social security tool, Role of Insurance in economic development of a country.

Module 2 (6 Lectures)

Legal Framework of Insurance Principles of insurance, Contract of Insurance- Distinguishing features of Insurance contract, Principle of Indemnity, Principle of Utmost Good Faith, Principle of Insurable interest. Requisites of Insurable risks, Principle of Subrogation, Principle of Contribution, Insurance Regulatory and Development Authority Act 1999 (IRDA), Consumer Protection Act 1986.

Module 3 (6 Lectures)

Types of Insurance Introduction to different types of Insurance- Life Insurance, Fire Insurance, Marine Insurance, Cargo Insurance and Hull Insurance, Motor Insurance, Health Insurance, Liability Insurance. **Claims** Introduction, Legal aspects, Preliminary procedures, Investigation and Assessment, Surveyors and Loss Assessors, Claim documents, Arbitration, Limitation, Settlement, Post settlement action.

Module 4 (6 Lectures)

Organization and Prospects of Insurance Companies Organization of Insurance Company- Life Insurance Co., General Insurance Cos., Functions of Insurance Companies, Types of Products of Insurance Companies, Insurance Underwriting, Prospect of Indian Insurance industry. **Insurance Manager** Role of Insurance manager, Product knowledge, Customer orientation, Business target, Records and Review, Trustworthiness, Target market, Long-term relationship; Behavioural aspects of Insurance manager- Motivation, Morale, Communication skills, Persuasive skills and Analytical ability.

Module 5 (6 Lectures)

Risk Management Definition of Risk, Concept of Risk, Concept of Pure Risk in Insurance, Management of Risk, Insurance as a Risk Transfer tool, Risk Manager vs. Insurance Manager.

Text books:

T1: Principles of Insurance- Insurance Institute of India, Mumbai

T2: Practice of Insurance- Insurance Institute of India, Mumbai.

Reference books:

R1: Elements of Banking and Insurance, Jyotsna Sethi and NishwanBhalla, PHI

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 between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

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

4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

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

MT 555 Risk Management

Course code: MT 555

Course title: Risk Management

Pre-requisite(s): MT402, MT415

Co- requisite(s): NIL

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

Class schedule per week: 02

Class: M.B.A

Level:5

Name of Teacher:

Course Objectives

This course enables the students:

A.	Understand different types of market risks (FX risk, Interest rate risk, equity risk as well as Credit risk).
B.	To gain introductory knowledge of Foreign Exchange market theory and Exposure (e.g., exchange rate determinants, foreign exchange exposure, foreign exchange markets, interest rate parity).
C.	To describe a sound introduction to the discipline of Risk Measurement concept and calculation using different models.
D.	Understanding international financial markets, international parity conditions, currency futures and futures markets.
E.	Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation)

Course Outcomes

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

CO 1	Demonstrate an understanding of market and the risk associated to the impact of globalization and diversity in modern Era.
CO 2	Analyze and identify factors that cause exchange rates to change.
CO 3	Do risk assessment as a result of their knowledge of the risk management process.
CO 4	Demonstrate knowledge of Financial Market, theories and models, and techniques and practices in all of the major business disciplines including the areas of Trading (Currency and Derivatives)
CO 5	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)

Module2. (6 Lectures)

Foreign Exchange Foreign 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-concepts and methods

Module3. (6 Lectures)

Risk Measurement Measuring risk using Value at Risk, Concept and Computation of Value at Risk.using Variance-covariance approach, Calculating portfolio risk of more than one assets.

Module4. (6 Lectures)

Currency Market Overview, 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 currency risk analysis.

Module5 (6 Lectures)

Risk Management An integrated 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 trading limits.

Text Books-

T1: International Financial management – VyuptakeshSharan

T2: Foreign Exchange and Risk Management – C. Jeevanandan

Reference Books-

R1: Financial Management – M Y Khan

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Indirect Assessment –

1. Student Feedback on Faculty
2. 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	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

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,C O5
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT556 International Banking

Course code: MT556

Course title: International Banking

Pre-requisite(s): NIL

Co- requisite(s): NIL

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

Class schedule per week: 2

Class: M.B.A

Semester / Level:3/5

Name of Teacher:

Course Objectives

This course enables the students:

A.	Understand the concept of internationalization and analyze various financial intermediation function; to reduce lending risks.
B.	Assess and analyze the past and present international financial institutions and relate this information to trade, finance, and investments.
C.	Describe how the banks work in international market, identify the different types of accounts and their impact on balance of payment.
D.	Analyze spot and futures foreign exchange markets and how international organizations operate and integrate the spot and futures in international trade and financial transactions.
E.	An understanding of tools and tactics used to control the financial exchange market along with foreign trade documentations

Course Outcomes

After the completion of this course, students will be:

CO 1	Understand why firms and nations seek out and benefit from international business activities
CO 2	Analyze and identify factors that cause exchange rates to change.
CO 3	Implement strategies to manage a multinational corporation's ongoing global operations.

CO 4	Understand the basic mechanics of currency forwards, futures and options.
CO 5	Identify and implement a variety of different strategies to manage foreign exchange market and trade documents.

Syllabus

Module 1. (6 Lectures)

Internationalisation - Process of Internationalisation; 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.

Module2. (6 Lectures)

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

Module3. (6 Lectures)

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

Module4. (6 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

Module5 (6 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-

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

Course Outcome (CO) Attainment Assessment tools & Evaluation procedure

Direct Assessment

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

Assignment	10
Seminar	10

Indirect Assessment –

1. Student Feedback on Faculty
2. 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	H	H	M	H	M	H	M	H
2	H	M	M	H	M	H	M	M
3	L	L	L	M	L	H	M	M
4	L	L	L	M	L	M	M	M
5	M	M	M	L	M	M	L	L

Mapping Between COs and Course Delivery (CD) methods

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

MT 557 Technology Management

Course code : MT 557
Course title : Technology Management
Pre-requisite(s) : MT401, MT407
Co- requisite(s) : NIL

Credits : L: 2 T: 0 P: 0
Class schedule per week : 2
Class: MBA
Level: 5
Name of Teacher :

Course Objectives

This course enables the students:

A.	To understand students the theories of technology management and practices managerial decision making.
B.	To gain a sound knowledge of the environment of technology.
C.	To develop awareness about the dynamics of technological change, innovation and diffusion for effective management of technology.
D.	To understand and comprehend the competitive consequences of changes in Technology for adopting suitable technology strategies.
E.	To identify business opportunities and understand technological intelligence to solve complex issues related to management of technology.

Course Outcomes

After the completion of this course, students will be:

CO 1	To demonstrate understanding of various aspect of technology management.
CO 2	To demonstrate ability to take required proactive and adaptive measures according to the dynamics of technological environment.
CO 3	To apply technological intelligence for logical reasoning in solving various issues related to technology management.
CO 4	To demonstrate capability of strategic decision making under competitive conditions.
CO 5	To develop effectively as member or leader of diverse team to keep up with the changing technical environment.

Syllabus

Module 1 (6 lectures)

Introduction: Definition and Characteristics of Technology, Role and Importance of Management of Technology, Key concepts of Technology Management, Technological Environment: Levels of Environment, Changes in the Technological Environment, Major Developments in Technological Environment.

Module 2 (7 lectures)

Process of Technological Change: Overview and Dynamics of Technological Change, Innovation, Components of Innovation, Innovation Dynamics at the Firm Level, Technology Evolution, Characteristics of Innovative Firms, Diffusion, Dynamics of Diffusion, A Model of Innovation Adoption, Factors That Drive the Process of Diffusion

Module 3 (5 lectures)

Technology and Competition: Competitive Consequences of Technological Change, Technological Characteristics of Competitive Domains, Dynamics of Change in Competitive Domains.

Module 4 (5 lectures)

Process Innovation, Value Chains and Organizations: Drivers of Change in Value Chain, Modes of Value Chain Configuration, Value Chain Configuration and Organizational Characteristics.

Module 5 (7 lectures)

Technology Intelligence: Meaning and Importance of Technology Intelligence. Technology Strategy: Meaning and Key Principles Underlying Technology Strategy, Technology Strategy Types, Deployment of Technology in New Products: Types of New Products, Principles and Process of Product Development; Intellectual Property Protection.

Text books:

1. Managing Technology and Innovation for Competitive Advantage, V. K. Narayanan, Pearson Education.

Reference books:

1. Managing Technology – The Strategic View, Lowell W. Steele, McGraw Hill.

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

Programme Outcome (PO) 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 Programme Outcome

Mapping of Course Outcomes onto Program Outcomes

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

Mapping Between COs and Course Delivery (CD) methods			
CD	Course Delivery methods	Course Outcome	Course Delivery Method
CD1	Lecture by use of boards/LCD projectors/OHP projectors	CO1	CD1
CD2	Tutorials/Assignments	CO2	CD1
CD3	Seminars	CO3	CD1CD2& CD8
CD4	Mini projects/Projects	CO4	CD1,CD3& CD4
CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2 ,CD4& CD9
CD6	Industrial/guest lectures		
CD7	Industrial visits/in-plant training		
CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		

MT558 Supply Chain Management

Course code: MT558

Course title: Supply Chain Management

Pre-requisite(s): MT401, MT407

Co- requisite(s): NIL

Credits: L: 2 T: 0 P: 0

Class schedule per week: 2

Class: M.B.A

Level: 5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To develop an understanding of introduction to Supply Chain Management
B.	To explain the dynamics of SCM
C.	To interpret the use of Information and Communication Technology used in Supply Chain
D.	Gain acquaintance of supply Chain Management Practices
E.	To understand the procurement and Outsourcing Strategies

Course Outcomes

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

CO1	Manage and integrate processes related to improvements of supply chain management.
CO2	Make supply chain decisions by integrating all business functions.
CO3	Read and analyze Inventory Control and manage these in a real time setup.
CO4	Do business forecasting which is a pre requisite for efficient supply chain coordination.
CO5	Coordinate business chain throughout the business line using their knowledge of advanced topics like supply chain Strategy, Logistics modeling, RFID and Outsourcing etc.

Syllabus

Module1 (6 lectures)

Introduction to Supply Chain Management

Concepts, Objectives, Information and Material flow in the Supply Chain, Supply Chain Planning, Supply Chain Decision Making, Benefits of Supply Chain Management in Industry

Module2 (8 lectures)

Dynamics of SCM

Supply Chain Process Cycles, Supply Chain Integration, Bullwhip effect in Supply Chain, Information Systems and Processing in Supply Chain, Collaborative Planning Forecasting and Replenishment (CPFR), Inventory Planning and control.

Information and Communication Technology used in Supply Chain

Need and Role of an Information System in SCM, Enterprise Resource Planning (ERP), Concept of SAP in Supply chain, Current Trends of use of IT in SCM, Use of IT enabled technologies / services in Logistical system.

Module3 (7 lectures)

Supply Chain Management Practices

Bar-coding, Tierization of suppliers, Vendor Managed Inventory, Hub and Spoke concept, Dynamic pricing, Third Party Logistics (3 PL's) providers, Fourth Party Logistics (4 PL's) providers, Reverse Logistics, Green Logistics, Cross docking.

Module4 (6 lectures)

Procurement and Outsourcing Strategies

Make / In sourcing or Buy / Outsourcing Decisions, Green Purchasing, Strategic Outsourcing, Strategic partnership with the suppliers, Supplier Selection process, Supplier Rating and Control, Strategic Sourcing Decisions, Continuous Improvement of Suppliers, Quality Assurance Programme of suppliers, Application of IT for Sourcing and Supply Chain.

Customer Relationship Management in Supply Chain

CRM, Strategic Partnership with the Customer, Linkage between CRM and SRM, Functional components of a CRM system, IT infrastructure for CRM, CRM Business cycle.

Module5 (6 lectures)

Performance Benchmarking in SCM Implementation

Supply Chain Integration, Supply Chain Operations Reference (SCOR) Model, Supply Chain Performance Benchmarking.

Text books:

1. Supply Chain Management - Strategy, Planning and Operation, Chopra, Sunil and Peter Meindl, Prentice Hall of India.
2. Supply Chain Management - Concepts, Practices and Implementation, Sunil Sharma, Oxford University Press.
3. Essentials of Supply Chain Management, Mohanty R. P and S. G. Desmukh, Phoenix publishing.
4. Business Logistics / Supply Chain Management, Ballou, Donald H. and S. Srivastava, Pearson Education.

Reference Books:

1. Designing and Managing the supply Chain concepts, Strategies and Cases, Simchi - Levi, D.PKaminsky, Edith Simchi-Levi Tata McGraw – Hill.
2. Modern Production / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley
3. Operations Management for Competitive Advantage , Chase, Jacobs, Aquilano&Agarwal, Tata MacGraw Hill.
4. Operations Management, Mahadevan B., Pearson Education.
5. Advanced Operations Management, Mohanty R. P and S. G. Desmukh, Excel Books.
6. Supply Chain Management - Test and Cases, Janat Shah, 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 –

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
A	H	H	H	L	L	H	M	H
B	M	H	L	M	L	L	M	H
C	L	H	L	M	L	L	L	H
D	H	H	H	L	L	L	M	H
E	M	H	L	L	L	L	L	H

Mapping Between COs and Course Delivery (CD) Methods

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

MT 559 Manufacturing, Planning and Control

Course code: MT 559

Course title: Manufacturing, Planning and Control

Pre-requisite(s): MT 401, MT407

Co- requisite(s): NIL

Credits: L:2 T:0 P:0

Class schedule per week: 2

Class: M.B.A

Level:5

Name of Teacher:

Course Objectives

This course enables the students:

A.	To develop an understanding of the concepts of manufacturing and services systems
B.	To gain knowledge of the principles and techniques in the design planning and control of these systems to optimize use of these resources in achieving their objective.
C.	Identify different strategies employed in manufacturing and service industries to plan production and control inventory.
D.	Explain the measures for increasing the effectiveness to identify likely areas of improvement and to develop and implement improved planning and control methods for production systems.

Course Outcomes

After the completion of this course, students will be:

CO 1	Apply the systems concepts for the design of production and service systems.
CO 2	Identify and illustrate different strategies employed in manufacturing and service industries
CO 3	Apply principles and techniques in the design planning and control of these systems to optimize use of these resources in achieving their objective.
CO 4	Apply selected techniques for inventory control and management under dependent and independent demand circumstances.

Syllabus

Module1 (6 lectures)

Manufacturing systems design

The organisation of manufacturing operations – job, batch and flow production methods. Group technology, Group technology and Just-in-Time ,Flexible manufacturing systems (FMS)

Module 2 (7 lectures)

Manufacturing planning

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

Module 3 (5 lectures)

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

Module 4 (7 lectures)

Computer Integrated Manufacture (CIM)

A comparison of manufacturing and service processes. Manufacturing tasks and choices, issues affecting manufacturing strategy

Module 5 (6 lectures)

Routing and scheduling

Definition, techniques, methods

Text Books:

T1:Modern Production Management – by Buffer Elwood S.

T2:Production Management- y Brrom H.N.

Reference Books:

R1:Analysis for Production and Operations research- by Bawman, Edward and Falter

R2:Industrial Engineering and Management by O.P. Khanna

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 –

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2. Student Feedback on Course Outcome

Mapping between Objectives and Outcomes

Mapping of Course Outcomes onto Program Outcomes

Course Outcome	Program Outcome							
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1	H	H	M	H	L	M	M	L
2	H	M	H	H	M	H	H	M
3	H	L	M	H	H	H	H	M
4	H	M	H	H	H	M	H	H

Mapping Between COs and Course Delivery (CD) methods

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CD5	Laboratory experiments/teaching aids	CO5	CD1,CD2,CD9
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CD8	Self- learning such as use of NPTEL materials and internets		
CD9	Simulation		