



MBA Program

Regulations and Curriculum

2015 onwards

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PREAMBLE

Vision & Mission of KCT Business School

Vision: To become the knowledge hive of managerial excellence

Mission: We exist to make an impact on all our stakeholders through advancement, integration and application of knowledge

Values

Every stakeholder dealing with KCT BS will associate us the values of **Learning, Trust and Competence**

We constantly **remind** ourselves and **live** by our **non-negotiable** values that we will demonstrate in good as well as in difficult times. The KCT.BS values will define our DNA and will be our **compass for decisions** and behaviour of our faculty, staff and students while dealing with each other and every one of our stakeholders

Learning: Our learning will be

- **Creative** – We will demonstrate judicious flexibility and encourage innovativeness in all processes; we will exhibit a culture of creativity in all our initiatives.
- **Continuous** – We will continually learn from all our stakeholders through effective feedback; we will make deliberate effort to learn from world class Institutions; we will celebrate all who demonstrate habits of continuous learning and development.
- **Shared** – Knowledge & skill will be shared among the Institutional constituents as well as with our external stakeholders, helping one another to grow.
- **Enjoyable** – We will make learning delightful so that the quest for knowledge is stimulated.

Trust: We will exhibit trust through

- **Honesty** – We will be truthful in all our communications and dealings; we will be sincere and authentic in all our activities and initiatives; we will walk the talk.
- **Dignity** – We will treat all our internal and external stakeholders with dignity; we will be respectful of each other's space and time.
- **Belongingness** – We will build a culture of belongingness by involving our stakeholders in decision making.
- **Openness** - We will be open and transparent in all our communications with all our stakeholders; we will be open to the ideas and suggestions of students & faculty.

Competence: Our competency will be reflected through

- **Pro-activeness** – We will think and plan ahead of anticipated changes; we will speak up about changes and issues; we will take initiative to improve our processes.
- **Perseverance** – We will be committed to our stakeholders; we will show discipline and patience to achieve our goals; we will not be discouraged by difficult situations.
- **Achievement** - We will nurture and foster a climate of meritocracy; we will set benchmarks for us and strive to accomplish them.
- **Recognition** - We will celebrate excellence and achievements; Outstanding contributions will be appreciated.

MBA program – Approach in Designing the Curriculum

The curriculum for the MBA program for 2015 batch was designed with several discussions with industry professionals, academic experts, entrepreneurs, alumni and students. It was ensured that the curriculum and pedagogy were in alignment with the Vision 2020 of the academics of KCT.BS

The curriculum was also developed and designed based on the Program Objectives and Program Educational Objectives which were developed through a series of discussions held with industry professionals, academic experts, entrepreneurs, alumni and students in January 2014

Program Educational Objectives

Within a few years of obtaining a Master's Degree in Business Administration from KCT Business School, the recent graduate

1. Exhibit specialized knowledge in the functional area of work through continuous learning.
2. Assess the business environment, and integrate the understanding in their roles, and contribute effectively to the organization's goals by being customer centric.
3. Exhibit well developed interpersonal skills to interact with groups and individuals at all levels.
4. Act ethically, respectfully and responsibly in all situations.

Program Objectives

On completion of Master's Degree in Business Administration from KCT Business School, the student will be able to

Knowledge

- 1.1. Exhibit conceptual managerial knowledge across functional domains and advanced knowledge in the area of specialization with an integrative ability.
- 1.2. Demonstrate awareness and relationship between business and its environments, both in national and global context.
- 1.3. Exhibit the ability to apply the managerial knowledge in the organizational context for effective decision making.
- 1.4. Demonstrate working knowledge in IT applications and tools and operate effectively in computerized environment.

Skill

- 2.1 Demonstrate effective verbal and written communication ability that supports and enhance managerial skills.
- 2.2 Demonstrate team skills and take leadership when appropriate to accomplish the team goals.
- 2.3 Exhibit analytical skills, applying business analysis and diagnostic problem-solving skills in order to support decision-making.

Behaviour

- 3.1 Demonstrate ethically responsible behavior and uphold organizational values at all times.
- 3.2 Create, identify and act on the opportunities in a variety of organizational context and act entrepreneurially.
- 3.3 Ability to prioritize and show resourcefulness in managing multiple tasks and perform under pressure
- 3.4 Display commitment to continuous learning for personal and professional growth.

Based on KCT Business School Vision and Mission, along with MBA Program Educational Objectives and Program Objectives, the structure and curriculum were designed to align Choice Based Credit system (CBCS) suggested by UGC. The faculty team was formed into working groups based on concentrations/ specializations.

The benchmarking with identified global, national and regional MBA programs through their websites was done between March – April, 2014. New structures, ideas and courses were presented to the Curriculum Redesign Steering Committee and discussed at length with each centre.

The gaps between the benchmarked Institutions and the existing curriculum were identified during May – June, 2014.

The program structure has Semester system which was designed based on the UGC's suggestion of CBCS and the courses were determined based on distribution of credits among the various types of courses vis-à-vis total credits. Several discussions were held to seek suggestions from stakeholders during July – December, 2014.

During January – April, 2015, based on the courses identified, the detailed course content was developed depending on credits assigned. The instructional hours in the form of Lecture –Tutorial - Practical (LPT) hours for the course as suggested by CBCS were adhered and the reference books were recommended. Feedbacks on the course content were obtained from the Industry and Academic Mentors of each center between May and June, 2015. Several concentration wise workshops and discussions were held during this period to discuss further on Pedagogy and Assessment processes Curriculum Redesign Steering Committee gave the final consent on 7th July, 2015 to place the new Regulation 2015 to the Board of Studies for approval.

The structure, curriculum and assessments were presented for approval to the Board of studies and then presented to Academic Council on July 25, 2015.

MBA Program Regulations

These regulations are applicable to students admitted into the MBA Program from the academic year 2015 onwards.

The CBCS offers flexibility to learners which include a large number of electives, earning extra-credits, audit courses, and choice of courses beyond Business Administration. To enable this learner centric education system, the Outcome Based Education (OBE) process has been adopted as suggested by Bloom's Taxonomy.

1. Definitions and Nomenclature

- 1.1 **University:** University means the affiliating university, Anna University, Chennai, which will award the MBA degree.
- 1.2 **Institution:** Institution means Kumaraguru College of Technology, Coimbatore, an autonomous institution affiliated to Anna University, Chennai. Head of the Institution means the Principal of the College who is responsible for all academic activities and for the implementation of relevant rules of this regulation.
- 1.3 **Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.
- 1.4 **Semester:** Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days. The Odd Semester may be scheduled from July to December and Even Semester from January to June.
- 1.5 **Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed bouquet of courses offered by the Program.
- 1.6 **Program :** Educational program leading to award of MBA Degree.
- 1.7 **Course:** Usually referred to, as 'subject' is a component of a program. All courses need not carry the same weight. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study etc. or a combination of some of these.
- 1.8 **Credit Based Semester System (CBSS):** Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
- 1.9 **Credit Point:** It is the product of grade point and the number of credits for a course.
- 1.10 **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.

1.11 Type of Courses

The various types of courses offered as their description according to UGC are as follows:

Table 1. Course Description

S.No	Type of course	Description
1	Preparatory Course	Course to be undergone and get a satisfactory grade to take foundational courses.
2	Core Foundation Course	To be compulsorily studied as the courses gives the foundational knowledge and skill for Business Administration.
3	Core Functional Course	To be compulsorily studied to gain various functional domain knowledge in Managing Business
4	Soft Core Course	There is a choice for the candidate to choose from a pool of courses from the main discipline/subject of study.
5	Integrated Course	Course that integrates the various verticals in the main discipline.
6	Generic Elective Course	Course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables an exposure to some other discipline or nurtures the candidate's proficiency/skill.
7	Open Elective Course	Course chosen generally from an unrelated discipline/subject, with an intention to seek exposure. These courses are offered by other departments.
8	Project	Project work is a special course involving the application of knowledge in solving/analyzing/ exploring a real life situation/difficult problem.
9	General Interest Course	Non-Academic Courses which students can choose based on their interest.
10	Value Added (Non-Credit) Course	Courses that are mandatory which support overall program objectives but does not carry any credit.
11	Self-Development Course	Courses which support the self improvement & skill development of the students

2. Duration of the Program

The minimum number of semesters for the MBA program is four and the maximum is eight. Students should be available in the College during the working hours – on all working days for the duration of the program of curricular, co-curricular and extra-curricular activities assigned to them.

3. Credits to be Earned

The total number of credits a student earns during the **four** semesters of study period is called the Total credits. A Student must earn minimum of **100** credits for successful completion of the MBA program. He may earn extra credits of upto a maximum of **103**.

Table 2. Semester wise Total Credits and Total Marks

Semester	Minimum Credits to be earned	Marks
I	24	650
II	30	750
III	28	850
IV	18	450
Total	100	2700

- The student will have an option of choosing courses as extra-credit courses beyond the 100 credits but upto a maximum of 103. These course/(s) can be taken in II or III semesters in a self study mode. Students may choose one of the following two options in earning extra credits: (1). The courses will be indicated in the grade sheet as extra credit courses and the grades in these courses will not be included for CGPA or (2) A three credit course in IV semester may be dropped in lieu of the 3 extra credits earned in II or III and the grades in the extra-credit courses will be taken for calculating the CGPA.

4. Types of Courses & Credit Distribution

Several types of courses are offered during the MBA program to build a holistic knowledge and skill set. The credit distribution among the types of courses is given in Table 3

Table 3. Credit Distribution among the Types of Courses

S.No	Type of Course	No. of courses	Credits/ Course	Total Credits to be earned (nos)	Credit distribution (%)
1	Preparatory Course	4	0	0	0
2	Core Foundation Course	5	4	20	20
3	Core Functional Course	4	4	16	16
4	Soft Core Course	1	3	03	03
5	Integrated Course	2	4	08	08
6	Elective Course	Decided by credits	3 /2 /1	24	24
7	Project	4	3+4+4+12	23	23
8	General Interest Course	1	0	0	0
9	Value Added Course	5	0	0	0
10	Self-Development Course	3	2	6	6
Total Credits				100	100

4.1 Preparatory Courses: These courses will help the students from different UG streams to level their basic knowledge which is essential for the Program. All students required to take the preparatory courses unless 80% score is obtained in a pre-assessment test in each course. Each course will be conducted for 10 hours. A test will be given at the end of the preparatory course and the student has to obtain a pass grade. If he/she fails to do so, tests have to be repeated till the student obtains a Pass grade.

4.2 Core Foundation Courses: Student has to earn a total of 20 credits in Core Foundation courses, which are mandatory and are spread in I and II semester.

- 4.3 Soft Core Courses:** Student has to earn 3 credits through soft core course. These courses provide supplementary knowledge to the foundation courses. The students are given a choice to choose one course from a bouquet of two courses offered.
- 4.4 Core Functional Courses:** Student has to earn a total of 16 credits in Core Functional courses, which are mandatory and offered in the II semester. The courses give the functional domain knowledge of Business to the students and carries 4 credits per course
- 4.5 Integrated Course:** Student has to earn 8 credits through two integrated courses which interface the functional courses. These courses are offered in the II / III semester, which are mandatory for Program completion
- 4.6 Elective Courses:** Generic Elective courses are offered to advance the knowledge of the students in the choice of their concentration. These courses carry 3 or 2 or 1 credits, based on the content of the course. A student has to earn 24 credits through Elective Courses. Elective courses are of two types: **Generic Elective and Open Elective**. Generic Elective is offered by the home department and Open elective is offered by another department. Student cannot earn more than 3 credits through open elective and will undergo the course with another department. In the Generic Electives, 6 concentrations are offered: Marketing, Finance, Human Resources, Operations, Information Systems & Analytics and Entrepreneurship. A student may choose one or two concentrations, but a minimum of 12 credits is to be earned in one concentration.

Based on Pedagogy and assessment, Electives are categorized into **Theory based Courses** and **Project based Courses**. In project based courses, the End Semester Exam will be based on a project report and viva-voce

- 4.7 Projects:** A total of 23 credits are to be earned through projects which are mandatory. 3 credits are to be earned through Social Immersion Project in the I semester, 4 credits through Research Immersion Project in the II semester, 4 credits through Corporate Immersion Project or Entrepreneurship Immersion Project in the III semester and 12 credits through Corporate project in the IV semester
- 4.8 General Interest Courses:** These courses do not carry any credit, but has to be completed for the award of the degree. A bouquet of courses which are beyond the management discipline will be offered in the I semester. The Student has to choose one course and complete the same.
- 4.9 Value Added courses:** These courses add value to the domain knowledge and do not carry any credit, but are mandatory for the completion of the program. The Student will have to undergo 5 courses that are spread in all the – four semesters. The value added courses offered are Personal & Professional Ethics, Business Analysis, one Certification Course in the area of concentration, Career Readiness Program and Capstone Simulation.
- 4.10 Self- Development Courses:** A total of 6 credits have to be earned by the student in self development courses. These courses – Managerial Skills Development I, Managerial Skills Development II and Managerial Skills Development III - build the general and employability skills of the students. Each course carries 2 credits and is spread in I, II and III semesters.

5. Registration for Courses

Generic Electives, Open Electives and General Interest Courses require registration by the students. From the list of courses offered under each type of course, students will register to earn the required credits.

Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the academic background and student's career objectives.

6. Requirements for Completion of a Semester

6.1 A student who has fulfilled the following conditions shall be deemed to have satisfied the requirements for completion of a semester.

6.1.1 The Student should have earned a minimum of 80% overall attendance in theory and practical courses. If a student fails to secure the minimum overall attendance of 80%, he / she will not be permitted to appear for the current end semester examination and also to go to the subsequent semester. The days of suspension of a student on disciplinary grounds will be considered as days of absence for calculating the overall percentage of attendance.

6.1.2 Participation in External Academic Events

Apart from 20% margin in attendance, an additional 5% relaxation in attendance shall be provided after being recommended by the Class Advisor and HoD for the following categories.

- i) Workshops/ competitions/ training programs/ Events
- ii) Sports (in the beginning of the year the Physical Director should give the list of students who are in the college team and who will represent the college in sports events)
- iii) Projects in industry

A student shall not benefit from the above privilege if the student has been recommended for disciplinary action due to inappropriate or disruptive behavior.

6.1.3 A maximum of **10%** concession in the overall attendance can be considered for students on medical reasons

7. Requirements for Appearing for End Semester Examination

7.1 A Student who has fulfilled the following requirements will be eligible to appear for End Semester Exam.

7.1.1 Attendance requirements as per Clause Nos.6.1.1, 6.1.2, 6.1.3.

7.1.2 Registration for all eligible courses in the current semester and arrear examination (wherever applicable). Students who do not register will not be permitted to proceed to the subsequent semester.

7.2 Retests should be permitted only very rarely for genuine reasons with the approval of HoD and Principal. Such tests will be conducted before the last day of instruction of the semester concerned. Retest is not permitted for improvement.

8. Provision for Withdrawal from Examination

A student may, for valid reasons (medically unfit / unexpected family situations), be granted permission to withdraw (after registering for the examinations) from appearing for any course or courses of one semester examination during the entire duration of the degree programs. One application only for withdrawal is permitted for the semester examination in which the withdrawal is sought. Withdrawal application will be valid only if the student is, otherwise, eligible to write the examination and the application for withdrawal is made prior to the examination in the concerned course or courses. The application for withdrawal should be recommended by the Head of the Department and approved by the Principal. Withdrawal will not be considered as appearance for the purpose of classification of degree under Clause 24.

9. Assessments & Evaluation

Though there is no direct relationship between credits & marks, the following system has been followed for all class based courses. Minimum 50% of total marks are required to earn the credits. However, as suggested by CBCS guidelines, the total marks are computed based on 25 marks for 1 credit (Table 4)

Table 4. Distribution of Total Marks based on Credits Earned

Credits	CAM*	ESM**	Total Marks
4	50	50	100
3	50	50	100
2	25	25	50
1	25	-	25

* CAM: Continuous Assessment Marks

** ESM: End Semester Marks

9.1 Theory based Courses

All theory courses which have 2 credits or more are assessed through Continuous Assessment Marks (CAM) and End Semester Marks (ESM). Major Project or project based courses have CAM and End Semester Viva voce. One Credit Courses, Self Development Courses, Value-Added Courses, General Interest Courses have only CAM. Also Projects that are carried out for less than 4 weeks have only CAM.

9.1.1 Continuous Internal Assessment (CAM) for Theory Courses

Knowledge gained by the students is assessed through Tests and Viva Voce. For all theory courses that have CAM, a Mid-term Test (MTT), End Term Test (ETT) will be conducted except for 1 credit and Non-credit courses. For 1 credit courses only End Term Tests will be conducted. The Mid-Term Test will include the first 50% of the course and End Term Test will include the later 50% of the course for assessment. The test pattern will be decided by the course faculty and included in the course plan, which will be approved by the Centre Head and the Department Head and informed to the students at the commencement of the semester. All 3 and 4 credit theory courses will have a viva-voce component in the CAM. Viva Voce will be conducted for 30 minutes covering the whole course content to test the conceptual and application knowledge by a panel constituted by the Department Head comprising faculty & Centre Head.

The MTT, ETT and Vivavoce details are as follows

Table 5. CAM Break-Up

Credits/ course	Mid/ End Term Test (Max. marks)	Duration of Tests (Hrs)	Test Marks Weigtage in CAM	Viva Voce Weigtage in CAM	Skill/Bhvr Assessments	Total
4	50	2	7.5 +7.5	10	25	50
3	50	2	7.5 +7.5	10	25	50
2	25	1	4 + 4	-	17	25
1	25 (ETTonly)	30 minutes	5	-	20	25

The Knowledge and Skills are assessed through various assessment tools built on Bloom's Taxonomy Model in the CAM. The Skill assessment weigtage in the CAM is based on the credits.

Table 6. Assessment Activities Marks Weightage – Credit wise

Blooms Taxonomy	Assessment Activities	4 & 3 credit Course	2 credit course	1 credit Course
Analyze, Evaluate, Create (HigherOrderThinkingSkill)	Campus Start – Up, Mini Project, Field study, Off-campus assignments, Industry/ Company/ Economy Analysis, On-line Trading, Term Paper	12	8	10
Apply & Analyze	Simulation, Presentation, Seminars, Assignments, Case analysis	8	6	5
Remember & Understand	Assignment, Class Test/ Quiz – Open book, on-line, oral, Debates, In-class activities	5	3	5
Total		25	17	20

9.1.2 End Semester Exams for Theory Courses

The End Semester Exams will be conducted after completion of 90 days by the Controller of Examinations (COE), for all Theory courses which carries 2 or more credits. All End Semester Exams for 4 and 3 credit courses will be conducted for 100 marks for duration of 3 hours. For 2 credit courses the exam will be conducted for 50 marks for duration of 2 hours. There is no End Semester Exam for 1 credit courses. The weightage attached to the marks obtained in the End Semester Exams are given in Table 7

Table 7. End Semester Exam Weightage in Total Marks

Credits/ course	End Semester Exam (Max marks)	Duration (Hrs)	Weightage in ESM
4	100	3	50
3	100	3	50
2	50	2	25
1	-	-	-

9.1.2.1 The question paper pattern for the End semester Exam is as in Table 8

Table 8. End Semester Question Paper Pattern

Credits/ course	End Semester Exam Pattern
4	Part A 01 x 20 = 20 Marks (case study) - HOTS Part B 10 x 02 = 20 Marks (Short Answer) - LOTS Part C 04 x 15 = 60 Marks (Descriptive/critical – Internal Choice) - HOTS

3	Part A 01 x 20 = 20 Marks (case study) - HOTS Part B 10 x 02 = 20 Marks (Short Answer) - LOTS Part C 04 x 15 = 60 Marks (Descriptive/critical- Internal Choice) – LOTS/HOTS
2	Part A 01 x 10 = 10 Marks (case study)-HOTS Part B 05 x 02 = 10 Marks (Short Answer)- LOTS Part C 03 x 10 = 30 Marks (Descriptive /critical- Internal Choice)- LOTS/HOTS

9.1.2.2 Question Paper Setting

Three out of 6 or 7 theory courses in a semester will be randomly selected for setting question papers by external examiners by the Controller of Examinations. The Principal in consultation with the Head of the Department will nominate the internal faculty for each semester to set question papers for the remaining 3 or 4 theory courses.

To ensure quality and consistency of the question paper, CoE in consultation with the Head of the Department will appoint a scrutiny committee to evaluate and wherever necessary recommend moderation of the question paper to the CoE

9.1.2.3 Evaluation of Answer Books

Single valuation is done by the external or the internal examiner for each theory course of MBA degree program, appointed by the Controller of Examinations/Head of the Institutions.

Three out of 6 or 7 theory courses in a semester will be randomly selected by the Controller of Examinations for evaluation by external examiners. The Head of Institution in consultation with the Head of the Department will nominate the internal examiners for each semester to evaluate the answer books in the remaining 2 or 3 theory courses.

9.1.2.4 Appointment of Internal Examiners for theory courses

Teachers with a minimum of 5 years of teaching experience and positioned as Senior Lecturer or above alone shall be considered for question paper setting and teachers with a minimum of 5 years of teaching / industrial experience and positioned as Senior Lecturers or above shall be considered for evaluating answer books

9.1.2.5 Malpractice

If a student indulges in malpractice in any internal test / model examination / end semester examination, he / she shall be liable for punitive action as prescribed by the Disciplinary Committee constituted by the Principal

9.2 Practice based Courses

Practice based courses will be assessed through a semester long practical assignment/ project/ experiential study/ dissertation and will carry credits indicated in the curriculum.

9.2.1 Continuous Assessment Marks

CAM will be for 50% of the total marks based on Mid-Term Progress Report and Viva-Voce, End-Term Progress Report and Viva-Voce. The assessment for courses with 100% CAM will be based on 50% mid term progress report and 50% End term progress report conducted internally. The assessment will be carried out by the faculty panel based on the rubrics defined in the course plan of the respective courses

9.2.2 End Semester Marks

ESM will be conducted for 50% through Viva-Voce conducted by external examiners appointed by CoE. If a student fails in the Practice based Course by getting less than 50%, he/she will either (1) Redo the project in

the subsequent semester or (2) submit a redrafted project report with additional information as instructed by the examiners and appear for the viva voce examination in the subsequent semester. In case, the examiners are satisfied with the project report, but not with the oral viva-voce, the candidate will appear for viva-voce in the subsequent semester but submit the same project report.

9.3 Projects

Four projects are required to be taken up by the students. The assessments are through the Report of the Project Work and Viva-Voce. If a student does not carry out the project or is absent through the project period the project should be carried out in the next semester. If the student has carried out the project work but fails to submit the report on Project Work on or before the specified date, he/she is deemed to have failed in it. The project may be submitted before the supplementary exam and supplementary viva-voce may be conducted based on the approval of the HoD. If a student gets less than 50% in the project, he/she will either (1) redo the project in the subsequent semester or (2) submit a redrafted project report with additional information as instructed by the examiners and appear for the viva voce examination as a supplementary exam. In case, the examiners are satisfied with the project report, but not with the oral viva-voce, the candidate will appear for viva-voce as a supplementary exam.

9.3.1 Social Immersion Project (SIP)

Social Immersion project, which carries 3 credits, will be for 1 week during the I semester. It will be a group project, and the theme/ topic which has a social impact will be approved by the faculty guide. Each team will spend 40 hours, preferably partnering with an NGO and the assessment for the project will be for a maximum of 100 marks. An assessment will be given by the internal faculty panel based on the rubrics detailed in the course content.

9.3.2 Research Immersion Project

Research Immersion Project (RIP), which carries 4 credits, will be carried out during the II semester. It will be a group project with each team taking up a research project approved by the guide, which will be carried out through the semester. The End Semester Exam for the Major Project will be based on the project report and a Viva-Voce Examination by a panel consisting of the supervisor and an external examiner appointed by the COE. The project will be evaluated through CAM (50%) and End Semester Project report and Viva-Voce (50%).

9.3.3 Corporate Internship / Entrepreneurship Immersion Project (EIP)

Between the III and IV semester the students may choose either Corporate Internship or EIP for 4 weeks based on their interest and career plans. Both are individual projects with 4 credits each and will be evaluated through CAM (50%) and End Semester Project report and Viva- Voce (50%) based on the rubrics given along with the course curriculum by a Faculty Panel constituted by the HoD. Experts may be invited to be part of the panel.

9.3.4 Major Project

The Major Project for 12 credits and a maximum of 300 marks shall be carried out in the IV semester of the program for a duration of 12 weeks. Students can carry out the project with a Corporate or Entrepreneurship based Business Plan. The major project can be inter-disciplinary in nature and could be a collaborative effort between management and engineering streams. The maximum marks for CAM shall be 150 marks. Two reviews will be carried out by the review committee appointed by HOD which will include the supervisor. Attendance is mandatory for all reviews. The student will present the work to the committee.

The End Semester Exam for the Major Project will be based on the project report and a Viva-Voce Examination for 150 marks by a panel consisting of the supervisor and an external examiner appointed by the COE. The CAM assessment pattern for Major Project is given in Table 9

Table 9. Assessment Criteria for Major Project Internal Reviews

Criteria	Max Marks	Total
Mid-Term Review		
Comprehensiveness literature review and development of research background	08	
Industry analysis and Company Profile	10	
Research questions, Objectives	12	
Appropriateness and justification of overall research design	10	
Sampling Design and data collection Tools/ sources	10	
Report –Chapters I to III	10	
Total of Mid-term Review		60
End Term Review		
Completion & tabulation of data Analysis	20	
Interpretations of results	15	
Suggestions	15	
Complete report draft	10	
Total of End-Term Review		60
Seminar		
Clarity & Comprehensiveness of presentation	10	
Quality of the PPT	05	
Q&A	05	
Total for Seminar		20
Working paper from the project		10
Total		150

The ESM assessment pattern for Major Project is given in Table 10

Table 10. Assessment Criteria for Major Project - ESM

Criteria	Max. Marks
Viva Voce	
Understanding and articulation of concepts	20
Understanding and articulation of project details Review of Literature -10 Methodology – 10 Analysis& tools used – 10 Discussions – 10 Recommendations - 10	50
Report	
Degree of innovation in the project	10
Clarity and comprehensiveness of contents Review of literature - 10 Research methodology –1 0 Analysis & tools used – 10 Discussions – 10 Recommendations - 10	50
Report's presentation	10

Working Paper from the project	10
Total	150

9.4 Value Added Courses

These courses do not carry any credit, but are mandatory for the completion of the program. Student will have to undergo 5 courses that are spread in all the – four semesters. The value-added courses offered are Personal & Professional Ethics, Business Analysis, one Certification Course in the area of concentration, Career Readiness Program and Capstone Simulation. At the end of the course duration, there will be End Term Test either written or oral or on-line or a combination of all these forms conducted by the Internal Faculty or the Certifying Body. Students will be graded as either Satisfactory or Unsatisfactory depending on the performance and will be declared so in the mark sheet. These grades will not be part of SGPA or CGPA. If a student secures “Unsatisfactory” grade, he/she can improve the grade by appearing for a comprehensive test (either written or oral or both) as a supplementary exam.

9.5 Self Development Courses

A total of 6 credits have to be earned by the student in self development courses. These courses named as – Managerial Skills Development I, Managerial Skills Development II and Managerial Skills Development III will be conducted in I, II and III semesters respectively carrying 2 credits each. The focus of these courses is to enhance the managerial skill in the areas of Business Language, Critical thinking, Communication, Analytical and Team Working. Maximum CAM Marks will be 50 and there is no end semester examination. The students will be continually assessed based on the criteria given in Table 11.

Table 11. Self Development Courses Assessment

Skill	Assessment Activities	Marks Wiegthage		
		MSD- I	MSD- II	MSD- III
Business Language Reading-Writing- Speaking and Listening	Class participation, Quizzes, Presentations, Extempore, News Reading, Work Book, Comprehensive Test	30	05	05
Critical Thinking	Analytical presentation, discussion and debate on current Business – Industry-Economic –Political and Global Trends	-	05	10
Communication	Extempore, Stage Speaking, Group Discussion, Debate	10	10	10
Analytical - Numeric, Data interpretation, Verbal, logical reasoning	Online Test series, Class Quizes, Surprise written tests	-	20	20
Team Working	Group Presentation, Discussion and Debate on various Industry Sectors and Compnay Performance,	10	10	05
Total Marks		50	50	50

If a student gets less than 50% in the Self Development courses in the CAM, then he/she will have to appear in a comprehensive Test (either written or oral or both) as decided by a panel comprising the Faculty concerned, Centre Head and Department Head as a supplementary and the marks will be communicated to the CoE.

9.6 General Interest Courses

These courses do not carry any credit but are mandatory for the completion of the program. Student can choose 1 General Interest course offered in the I semester. These courses are beyond the management domain which helps in the holistic development of the students. The courses offered are Elementary Hindi, Yoga, Film Appreciation, Theatre and Innovation. At the end of the course duration, there will be an End Term Assessment either written/ oral/ class participation/on-line or a combination of all these forms conducted by the Internal Faculty or the Certifying Body. At the end of the semester, the department will communicate to CoE "Completed" or "Not completed" status.

If a student secures "Not completed" status, he/she may be given a chance to improve the grade by appearing for a comprehensive assessment (either written or oral or both) as a supplementary exam.

10. Passing Minimum

- 10.1 Pass minimum for each theory, practical courses and project work which carries 2 or more credits is **50%** in the end semester examinations and a minimum aggregate **50%** of the grand total of continuous assessment marks and end semester examination marks put together
- 10.2 In Courses/ Projects, which have only CAM, a minimum of 50% has to be obtained
- 10.3 In value Added courses, the students should obtain "satisfactory" status and in General Interest courses, "Completion" status
- 10.4 For students scoring less than the passing minimum marks in the end semester examinations, the term "**RA**" against the concerned course will be indicated on the grade sheet. The student has to reappear in the subsequent examinations for the concerned course as arrears.
- 10.5 For a student who is absent for theory / practical / project viva- voce, the term "**AB**" will be indicated against the corresponding course. The student can reappear for the supplementary exam, as announced by the CoE
- 10.6 The letter grade "**W**" will be indicated for the courses for which the student has been granted authorized withdrawal

11. Supplementary Exam

The arrear course (practical / theory) examinations of odd semesters will be conducted soon after the publication of odd semester regular exam (Nov / Dec) results. Similarly the arrear course examinations of even semesters will be conducted soon after the publication of even semester regular exam (April / May) results. The failed candidates in the regular examinations should compulsorily register for all the practical / theory courses in the supplementary examinations.

The institution will conduct only the odd semester exams (one regular exam + one supplementary exam for arrears of the odd semesters) during November / December and will conduct only the even semester exams (one regular exam + one supplementary exam for arrears of the even semesters) during April / May of an academic year.

Students who have completed the fourth semester will be eligible for attending the special supplementary exam for all semester arrear papers (from I to IV semesters) in the ensuing even semester examination session soon after their IV semester regular examination results. Students who have more than three arrears are not eligible to appear for the special supplementary exam.

Controller of Examination (CoE) will publish a schedule of supplementary examinations after the last date of registering for the examinations. The pattern of evaluation will be the same as that of end semester examinations.

The revaluation of answer script will not be applicable for supplementary exam, however challenge of evaluation of answer script is allowed. The Arrear examination will be termed as supplementary examinations and such appearance in supplementary exam will be treated as another attempt and will be reflected in the grade sheet

12. Methods for Redressal of Grievances in Evaluation

Students who are not satisfied with the grades awarded can seek redressal by the methods given in **Table 12**. These are applicable only for theory courses in regular and arrear end semester examinations. All applications to be made to CoE along with the payment of the prescribed fee.

Table 12. Exam Redressal and Methodology Procedure

Sl. No.	Redressal Sought	Methodology	
		Regular Exam	Arrear exam
1	Re totaling	Apply for Photocopy of answer book / Then apply for the totaling	Apply for Photocopy of answer book / Then apply for the totaling
		(within 5 days of declaration of results)	
2	Revaluation	Apply for Photocopy of answer book / Then apply for revaluation after course expert recommendation (within 5 days of declaration of results)	Not Permitted
3	Challenge of Evaluation	Apply for Photocopy of answer book / Then apply for revaluation after course expert recommendation / Next apply for the challenge of Evaluation	Apply for Photocopy of answer book / Then apply for challenge of Evaluation after course expert recommendation
		(within 3 days of publication of revaluation of results)	

13. Challenge of Evaluation

- A student may make an appeal to the CoE for the review of answer scripts after paying the prescribed fee.
- CoE will issue the photocopy of answer script to the student.
- The faculty who had handled the subject will evaluate the script and HoD will recommend.
- A Committee consisting of 2 experts appointed by CoE will review and declare the result.
- If the result is in favor of the student, the fee collected will be refunded to the student.
- The final mark will be announced by CoE.

14. Classification of Performance

Classification of performance of students in the examinations pertaining to the courses in a program is done on the basis of the numerical value of a Cumulative Grade Point Average (**CGPA**). The concept of CGPA is based on Marks, Credits, Grade and Grade points assigned for different mark ranges. Table 13 shows the relation between the range of marks, Grades and Grade points assigned.

Table 13. Grades and Grade Points

Range of Marks	Grade	Grade Points (GP)
100 - 90	S – Outstanding	10
89 - 80	A – Excellent	9
79 - 70	B - Very Good	8
69 - 60	C - Good	7
59 - 55	D – Fair	6
54 – 50	E – Average	5
< 50	RA	0
Withdrawal from examination	W	-
Absent	AB	-

14.1 Semester Grade Point Average (SGPA)

On completion of a semester, each student is assigned a Semester Grade Point Average which is computed as below for all courses registered by the student during that semester.

$$\text{Semester Grade Point Average} = \frac{\sum (C_i \times GP_i)}{\sum C_i}$$

Where C_i is the credit for a course in that semester and GP_i is the Grade Point earned by the student for that course. The **SGPA** is rounded off to two decimals.

14.2 Cumulative Grade Point Average (CGPA)

The overall performance of a student at any stage of the Degree program is evaluated by the Cumulative Grade Point Average (**CGPA**) up to that point of time.

$$\text{Cumulative Grade Point Average} = \frac{\sum (C_i \times GP_i)}{\sum C_i}$$

Where C_i is the credit for a course in any semester and GP_i is the grade point earned by the student for that course. The **CGPA** is rounded off to two decimals.

15. Issue of Grade Sheet

- 15.1 Separate grade sheet for each semester will be given to the students by the CoE after the publication of the results.
- 15.2 After the completion of the program a consolidated grade sheet will be issued to the student.
- 15.3 No separate grade sheet for supplementary examination/special supplementary examination will be issued to the students by the CoE after the publication of supplementary examination/special supplementary examination result. The result of the supplementary examination will get reflected in the subsequent semester grade sheet. The result of the special supplementary examination will get reflected only in the consolidated statement of grade (that is, consolidated grade sheet).

16. Temporary Break of Study from a Program

- 16.1 Break of study is not normally permitted. However, if a student intends to temporarily discontinue the program in the middle of the semester / year for valid reasons (such as accident or hospitalization due to prolonged ill health) and wish to rejoin the program in the next year, he / she shall apply in advance to the Principal through the Head of the Department stating the reasons. The application shall be submitted not

later than the last date for registering for the semester examinations in that concerned semester. Break of study is permitted only once during the entire period of the degree program.

- 16.2** The student permitted to rejoin the program after the break shall be governed by the rules and regulations in force at the time of rejoining.
- 16.3** The duration specified for passing all the courses for the purpose of classification of degree) shall be increased by the period of such break of study permitted.
- 16.4** If any student is detained for want of requisite attendance, progress and good conduct, the period spent in that semester shall not be considered as permitted Break of Study and Clause 16.3 is not applicable in this case.

17. Eligibility for the Award of Degree

A student shall be declared to be eligible for the award of MBA Degree provided the student has successfully completed the course requirements and has passed all the prescribed examinations in all the four semesters within a maximum period of 4years reckoned from the commencement of the first semester to which the candidate was admitted.

18. Classification and Award of Degree

The degree awarded to eligible students will be classified as given in Table 14.

Table 14. Criteria for Classification of Degree

S.No.	Class Awarded	Criteria
01.	First class with distinction	a) Passing of the examinations of all the courses in all four semesters in the first appearance. b) CGPA > 8.5 c) Authorized break of study (Clause 16) and authorized withdrawal (Clause 8) is permissible.
02.	First class	a) Passing of the examinations of all the courses in all four semesters within a maximum of four semesters b) CGPA > 6.5 c) Authorized break of study (Clause 16) and authorized withdrawal (Clause 8) is permissible.
03.	Second class	a) All other students (not covered in clauses at S.No.1 & 2 under Clause 24) who qualify for the award of the degree (vide clause 17) shall be declared to have passed the examination in Second Class. b) A student who is absent for the end semester examination in a course / project work Viva Voce after having registered for the same will be considered to have appeared for that examination for the purpose of classification.

The award of Degree will be approved by the Academic Council of the Institution. The degree will be issued by Anna University, Chennai. The consolidated Grade Sheet will be issued by the Institution.

19. Revision of Regulation and Curriculum

The College may, from time to time revise, amend or change the Regulations, scheme of examinations and syllabi, if found necessary. Academic Council assisted by the Board of Studies and Standing Committee will make such revisions / changes.

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PROGRAM STRUCTURE

MASTER OF BUSINESS ADMINISTRATION

2015 Batch Onwards

Program Structure & Scheme of Examination of MBA Degree

Course Code	Type of Course
PRP	Preparatory Course
CFD	Core Foundation Course
CFT	Core Functional Course
SCR	Soft Core Course
INT	Integrated Course
GEL	Generic Elective Course

Course Code	Type of Course
OEL	Open Elective Course
PRO	Project
GNI	General Interest Course
VA	Value Added Course
SFD	Self-Development Course

Preparatory Courses*

Course Type	Course Code	Course Title	Credits	Maximum Marks		
				CAM	ESM	Total
PRP	Prep1	Basics of Accounting	-	100	-	100
PRP	Prep2	Basics of Statistics	-	100	-	100
PRP	Prep3	Basic Computer Skills	-	100	-	100
PRP	Prep4	Case Analysis	-	100	-	100

*Not included in Grade Sheet; 10 Hours

Course Coding

Code	P	15	BA	T/P	<No>	E<No>	<No>
Meaning	PG	Year	Business Administration	Theory/ Practical	Semester	Elective & group	Course no

I Semester

Course Type	Course Code	Course Title	Contact Hrs/Wk			Credits	Maximum Marks		
			L	T	P		CAM	ESM	Total
CFD	P15BAT101	Accounting for Decision Making	2	2	0	4	50	50	100
CFD	P15BAT102	Managerial Economics	2	1	1	4	50	50	100
CFD	P15BAT103	Organizational Behaviour	2	2	0	4	50	50	100
SCR	P15BAT104 / P15BAT105	Business Organization & Management	2	1	0	3**	50	50	100
		Information Systems for Business	1	2	0				
CFD	P15BAP106	Business Statistics	1	0	3	4	50	50	100
PROJ	P15BAP107	Social Immersion Project*	-	-	40	3	100	-	100
SFD	P15BAP108	Managerial Skill Development - I	0	0	2	2	50	-	50
VA	P15BAP109	Personal & Professional Ethics	0	1	0	-	Satisfactory/Unsatisfactory		
GNI	P15BAP110/ P15BAP111/ P15BAP112/ P15BAP113/ P15BAP114	General Interest Courses Elementary Hindi / Film Appreciation / Yoga / Theatre/ Business Innovation	18 hours			-	Completed/ Not Completed		
Total						24	400	250	650

*Social Immersion Project will be carried out in one week

** Students can earn 3 credits by choosing one course

II Semester

Course Type	Course Code	Course Title	Contact Hrs/Wk			Credits	Maximum Marks		
			L	T	P		CAM	ESM	Total
CFT	P15BAT201	Financial Management	2	2	0	4	50	50	100
CFT	P15BAT202	Human Resource Management	2	2	0	4	50	50	100
CFT	P15BAT203	Marketing Management	2	1	1	4	50	50	100
CFT	P15BAT204	Operations Management	2	2	0	4	50	50	100
INT	P15BAT205	Entrepreneurship Management	2	2	0	4	50	50	100
CFD	P15BAP206	Decision Models for Management	2	1	1	4	50	50	100
PROJ	P15BAP207	Research Immersion Project	0	0	4	4	50	50	100
SFD	P15BAP208	Managerial Skill Development - II	0	0	2	2	50	-	50
VA	P15BAP209	Business Analysis	16 Hours			-	Satisfactory/ Unsatisfactory		
Total						30	400	350	750

III Semester

Course Type	Course Code	Course Title	Contact Hrs/Wk			Credits	Maximum Marks		
			L	T	P		CAM	ESM	Total
INT	P15BAT301	Strategic Management	2	1	1	4	50	50	100
GEL		Elective 1	Contact hours are based on the choice of credit courses - details given in the course syllabus			3	50	50	100
GEL		Elective 2				3	50	50	100
GEL		Elective 3				3	50	50	100
GEL		Elective 4				3	50	50	100
GEL		Elective 5				3	50	50	100
GEL		Elective 6				3	50	50	100
VA	P15BAT302/ P15BAT303/ P15BAT304/ P15BAT305/ P15BAT306/ P15BAT307	Elective Based Certificate Course – Marketing/ Elective Based Certificate Course Finance/ Elective Based Certificate Course - Human Resource/ Elective Based Certificate Course - Operations/ Elective Based Certificate Course - Information Systems and Analytics/ Elective Based Certificate Course -Entrepreneurship	18 – 25 hours			-	Satisfactory/ Unsatisfactory		
PROJ	P15BAP308/ P15BAP309	Corporate Internship /Entrepreneurship Immersion Project*			40	4	50	50	100
SFD	P15BAP310	Managerial Skill Development - III	0	0	2	2	50	-	50
Total						28	450	400	850

* Corporate Internship / Entrepreneurship Immersion Project will be carried out for four weeks.

IV Semester

Course Type	Course Code	Course Title	Contact Hrs/Wk			Credits	Maximum Marks		
			L	T	P		CAM	ESM	Total
GEL		Electives (Choose to earn 6 credits)	Contact hours are based on the course of choice - details given in course syllabus			06	6 credit Course – 75 CAM, 75 ESM 2 credit Course – 25 CAM, 25 ESM 1 credit Course – 25 CAM, 0 ESM		150
PROJ	P15BAP401/ P15BAP402	Major Project*- Corporate/Entrepreneurship	12 weeks			12	150	150	300
VA	P15BAP403	Career Readiness Program**	16 Hours			-	Satisfactory/ Unsatisfactory		
VA	P15BAP404	Capstone Simulation***	16 Hours			-	Satisfactory/ Unsatisfactory		
Total						18			450

* Major Project will be carried out for twelve weeks

** Career Readiness Program will be conducted for 16 hrs

*** Capstone Simulation will be conducted for 16 hrs.

ELECTIVES OFFERED

Course coding

Code	P	15	BA	T/P	E<No>	<No>
Meaning	PG	Year	Business Administration	Theory/ Practical	Elective & group no	Course no

1. Finance Concentration

S.No	Course Code	Course Title	Hours/week			Credits	Semester
			L	T	P		
Focus Area 1 – Capital Market							
1	P15BATE101	Investment Analysis*	1	2	0	3	3
2	P15BATE102	Behavioural Finance	1	1	0	2	4
3	P15BATE103	Portfolio Management	1	2	0	3	3
4	P15BATE104	Private Equity and Venture Capital	1	1	0	2	4
5	P15BATE105	Real-time Online Share Trading Strategies (ROSTS)	0	1	1	2	3
Focus Area 2 – Banking and Finance							
6	P15BATE106	Commercial Banking*	2	1	0	3	3
7	P15BATE107	Merchant Banking & Issue Management	2	1	0	3	3
8	P15BATE108	Management of Financial Services	2	1	0	3	3
9	P15BATE109	Indian Financial System, Institutions and Markets	1	0	0	1	4
10	P15BATE110	Credit Rating	1	0	0	1	4
11	P15BATE111	Micro Finance	2	1	0	3	4
12	P15BATE112	Insurance and Risk Management	2	1	0	3	4
Focus Area 3 – Project Finance							
13	P15BATE113	Project Planning and Financial Appraisal	1	2	0	3	4
14	P15BATE114	Corporate Valuation and Restructuring	1	2	0	3	3
Focus area 4 - FOREX							
15	P15BATE115	International Finance*	2	1	0	3	3
16	P15BATE116	Currency Derivatives	1	1	0	2	3
Focus area 5 – General Finance							
17	P15BATE117	Management Control Systems	1	1	0	2	3
18	P15BATE118	Taxation	1	0	0	1	3
19	P15BATE119	Financial Modelling through Spread Sheet	0	1	1	2	3

*Mandatory Courses

2. Marketing Concentration

S.No	Course Code	Course Title	Hours/week			Credits	Semester
			L	T	P		
Focus Area 1 - Consumer Behavior							
1	P15BATE201	Consumer Behavior *	2	1	0	3	3
Focus Area 2 - Sales							
2	P15BATE202	Sales Management *	2	0	1	3	3
3	P15BATE203	Negotiation Skills **	0	1	0	1	4
Focus Area 3 - Logistics							
4	P15BATE204	Export Management	1	1	1	3	3
5	P15BATE205	Marketing Channel Management	2	0	1	3	3
Focus Area 4 - Branding, Media and Communication							
6	P15BATE206	Integrated Marketing Communications	2	1	0	3	3
7	P15BATE207	Brand Management	2	0	1	3	4
8	P15BATE208	Social Media Marketing	1	0	1	2	4
Focus area 5 - Sectoral Marketing							
9	P15BATE209	Retail Management	1	1	1	3	4
10	P15BATE210	B2B marketing	2	1	0	3	3
11	P15BATE211	Social Marketing	1	1	0	2	4
Focus area 6 - Marketing Decision Models							
12	P15BATE212	Marketing Metrics and Analytics	1	0	1	3	4
13	P15BATE213	Applied Marketing Research	1	2	0	3	3
Focus area 7 - Product and Services Marketing							
14	P15BATE214	Services Marketing *	1	1	1	3	3
15	P15BATE215	Product Management	2	1	0	3	3
16	P15BATE216	Marketing of Financial Services	1	1	0	1	4
Focus area 8 - Applied Marketing							
17	P15BATE217	Business at the Base of the Pyramid**	1	1	0	1	4
18	P15BATE218	Pricing Strategy and Tactics	1	0	1	2	4
19	P15BATE219	Strategic Marketing Planning	1	1	0	2	4
20	P15BATE220	Customer Relationship Management	1	1	0	2	4

*Mandatory Courses

** Common electives across concentrations

3. Human Resource Concentration

S.No	Course Code	Course title	Hours/week			Credits	Semester
			L	T	P		
Focus area 1 - Acquiring Talent							
1	P15BATE301	Human Resource Planning	1	0	0	1	3
2	P15BATE302	Recruitment & Employee Selection	2	1	0	3	3
Focus area 2 -Managing Employees							
3	P15BATE303	Strategic Human Resource Management*	2	1	0	3	4
4	P15BATE304	Legal Aspects of HR*	2	1	0	3	3
5	P15BATE305	Compensation and Benefits	1	1	0	2	4
6	P15BATE306	Industrial Relations	1	2	0	3	3
7	P15BATE307	Performance Management	2	1	0	3	3
Focus area 3 - Developing Talent							
8	P15BATE308	Career Management	1	2	0	3	3
9	P15BATE309	Coaching and Mentoring	1	1	0	2	4
10	P15BATE203	Negotiation Skills **	0	1	0	1	4
11	P15BATE310	Cross Cultural Management	1	2	0	3	3
12	P15BATE311	Learning and Development*	2	1	0	3	3
13	P15BATE312	Organisational Development	1	1	0	2	4
Focus area 4 - Engaging Employees							
14	P15BATE313	Employee Engagement	1	1	0	2	4
15	P15BATE314	Conflict Management	2	1	0	3	3
16	P15BATE315	Organisational Culture	1	2	0	3	3

*Mandatory Courses

** Common electives across concentrations

4. Operations Concentration

S.No	Course Code	Course Title	Hours/week			Credits	Preferred semester	Pg. No.
			L	T	P			
CONCENTRATION COURSES								
Focus Area 1 – Supply Chain Management								
1	P15BATE401	Supply Chain Management*	2	1	0	3	3	
2	P15BATE402	Logistics Management	2	1	0	3	3	
3	P15BATE403	Strategic Sourcing	1	1	0	2	4	
4	P15BATE404	Supply Chain Analytics	1	1	0	2	4	
Focus Area 2 – Technology & Innovation Management								
5	P15BATE405	Technology Management	2	1	0	3	3	
6	P15BATE406	Intellectual Property Rights	1	1	0	2	4	
7	P15BATE407	Innovation Management	2	1	0	3	3	
8	P15BATE408	Product Design	2	1	0	3	3	
Focus Area 3 - Lean Manufacturing								
9	P15BATE409	Total Quality Management*	2	1	0	3	3	
10	P15BATE410	Business Process Re-engineering	2	1	0	3	3	
11	P15BATE411	Lean Manufacturing	2	1	0	3	3	
12	P15BATE412	Lean Six Sigma	1	0	0	1	4	
Focus Area 4 – Industrial Management								
13	P15BATE413	Project Management*	2	1	0	3	3	
14	P15BATE414	Industrial Management	2	1	0	3	3	
15	P15BATE415	Production Planning and Control	1	1	0	2	4	
16	P15BATE416	Tools for Improving Operations	1	0	0	1	4	
Focus Area 5 – Services Operation Management								
17	P15BATE417	Managing Service Operations	2	1	0	3	3	
18	P15BATE418	Service Facilities Design	1	0	0	1	4	

*Mandatory Courses

5. Information System and Analytics Concentration

S.No	Course Code	Course title	Hours/week			Credits	Semester
			L	T	P		
Focus area 1 - General IT Management							
1	P15BATE501	E-Commerce*	1	1	1	3	3
2	P15BATE502	Information Technology Strategy and Governance	1	1	0	2	4
3	P15BATE503	Digital Business Innovation	0	1	0	1	4
4	P15BATE504	Knowledge Management	1	2	0	3	3
5	P15BATE505	Cyber Security	1	1	0	2	4
Focus area 2 - IT Project Management							
6	P15BATE506	Software Project Management	1	2	0	3	4
7	P15BATE507	Enterprise Resource Planning & Management *	1	2	0	3	3
8	P15BATE508	Fundamentals of Business Analysis	1	1	0	2	4
Focus area 3 - Business Analytics							
9	P15BATE509	Business Intelligence*	1	1	1	3	3
10	P15BATE510	Data Mining & Predictive Analytics**	1	1	1	3	3
11	P15BATE511	Big Data Analytics & Data Science**	1	1	1	3	3
12	P15BATE512	Digital Analytics**	0	1	0	1	4

*Mandatory Courses

** Pre requisite – Minimum 'B' grade in Business Statistics course is required

6. Entrepreneurship Concentration

S.No	Course Code	Course title	Hours/week			Credits	Semester
			L	T	P		
1	P15BATE601	Managing Innovation*	2	1	0	3	4
2	P15BATE602	Design thinking*	1	2	0	3	3
3	P15BATE603	Start Up Tools & Methods	1	2	0	2	4
4	P15BATE604	Social entrepreneurship Management	1	2	0	2	3
5	P15BATE605	Family Business Management	1	2	0	2	3
6	P15BATE606	Managing Franchising Businesses	1	2	0	2	4
7	P15BATE607	Startup Launch Pad*	0	0	3	3	3
8	P15BATE203	Negotiation Skills**	0	1	0	1	4
9	P15BATE217	Business at the base of the pyramid**	1	0	0	1	4
10	P15BAPE608	Campus Start - Up	0	0	6	6	4

*Mandatory Courses

** Common electives across concentrations

COURSE CONTENT

Preparatory Courses (PRP)

PREP1	Basics of Accounting	Preparatory Course
Objectives	<ul style="list-style-type: none"> • Introduce the basic concepts of financial accounting. • Discuss and interpret financial statements. • Overview about Cost and Management Accounting. 	
Content	Topics	Sessions
	Accounting: Meaning and Definition. Types and classification of accounting. Concepts and conventions in accounting. Uses of accounting Information.	1
	Accounting Cycle: Golden rules of accounting. Journal, Ledger, Trial Balance. Simple Problems. Relevance to Business Executives.	3
	Trading, P& L account and Balance Sheet Overview and preparation of Trading, P&L account and Balance Sheet - Simple Problems. Effects of misuse of accounting information.	5
	Cost and Management Accounting: Meaning, Difference between finance, cost and Management accounting. Overview of Human Resource Accounting.	1
	Total Sessions	10
Learning Outcomes	Outline the basic concepts of financial accounting. (1.1) Interpret the financial statements and report the findings. (1.3, 2.3) Identify the differences between Financial, Cost and Management Accounting. (1.1, 1.2)	
Text Book	Double Entry Book Keeping – T.S. Grewal, Sultan Chand, 2015.	

PREP2	Business Statistics	Preparatory Course
Objectives	<ul style="list-style-type: none"> Develop a basic understanding of use of data in business. Organize and present for data interpretation. 	
Content	Topics	Hours
	Introduction to Statistics – Definition - Basics of Data – Types of Data – Qualitative and Quantitative Data, Variables- Continuous, Discrete, Time Series Data.	1
	Presentation of Data – Frequency Table - Frequency Distribution - Discrete, Grouped Distribution – Class Interval - Cumulative Frequency Distribution - Relative Frequency and Percentage Frequency of a Class Interval.	2
	Graphical representation of Frequency distribution – Histogram - Types of Histogram – Frequency Polygon – Frequency Curve.	2
	Introduction to Probability – Random experiment – Sample Space – Event – Theorems on Probability - Addition Theorem, Multiplication Theorem.	2
	Introduction to Excel for statistics – Basic Functions and Formulas using Excel.	3
	Total hours	10
Learning Outcomes	<ul style="list-style-type: none"> Outline the basic concepts of financial accounting. PO 1.1 Organize and present data using graphical and tabular representation. PO 1.3, 2.3 Demonstrate data analysis using Excel spreadsheet, PO 2.1, 2.2 	
Text Book	Statistics for Management – P.N, Arora, S Chand, 2003.	

PREP3	Case Analysis	Preparatory Course
Objective	<ul style="list-style-type: none"> • Develop decision making skills for various problem situations. • Enrich the critical thinking and provide them a simulated learning environment. • Enhance the cognitive and analytical skill in analysing a case. 	
Contents	Topics	Hours
	Introduction to case method of teaching (What and Why)	1
	Types of Cases ; How to read, analyse and write a Case report	1
	Identification of case problem/Situation	1
	Analysing the case - Approaches	2
	Participating in classroom case discussion	1
	Model Case discussion – 2 cases	2
	Model Case presentation (In team)	2
Learning Outcome	<ul style="list-style-type: none"> • Able to analyse the case in any organisational scenario(1.1 ,2.1. 2.2,) • The course will prepare them to participate in case discussion and prepare a formal case analysis report (1.2,1.4,3.1) • Exhibit cognitive and analytical and decision making skill in analysing and presenting a case (2.3) 	

PREP4	Computer Skills	Preparatory Course
Objective	<ul style="list-style-type: none"> Develop effective presentation skills using softwares. Build analytical and problem solving skills using softwares. Enhance business communication skills. 	
Contents	Topics	
	Microsoft Excel 2010- Introduction -Need for excel skill; Worksheet Basics Formatting a Worksheet -	1
	Microsoft Excel 2010- Basic Formulas & functions	1
	Microsoft Excel 2010- Charts ,tables and graphs; Sorting Data, Wrapping Text	1
	Microsoft Excel 2010- Formulas & Advanced Topics; PivotTables,Vlookup and Hlookup	1
	Email Etiquettes	1
	PowerPoint, prezi, Google slides	1
	PowerPoint,prezi, Google slides	1
	Microsoft Word 2010- Writing Reports	1
	Microsoft Word 2010-Formatting techniques	1
Microsoft Word 2010- advanced formatting techniques	1	
Learning Outcome	<ul style="list-style-type: none"> Able to demonstrate working knowledge in Microsoft excel(1.4,2.1,2.3) The course will prepare them to develop creative and effective presentations (1.4,2.1) Student will improve business communication skills in writing emails(2.1) 	

SEMESTER - I

Core Foundation Courses (CFD)

P15BAT101	Accounting for Decision Making	L:T:P::2:2:0	4 credits		
Objectives	<ul style="list-style-type: none"> • Introduce the basic concepts of management accounting. • Discuss and interpret financial statements. • Illustrate costing techniques for pricing decisions. • Develop budgets and analyse variances. 				
Content	Topics	L	T	P	
	Management accounting –nature and scope – Differences between financial, cost and management accounting – Need and importance of Management Accounting- recent trends in accounting-IFRS, Human Resource accounting, Green Accounting- Forensic accounting.	2	0	0	
	Financial statement analysis – Features, techniques - Ratio analysis – Types of ratios (problems) – Merits and demerits of Ratio analysis.	4	5	0	
	Fund Flow Statement – meaning-Funds from operation - Cash flow Statement – Difference between fund flow and cash flow statement (problems) - Reading and Interpreting Corporate Annual Reports.	4	5	0	
	Cost Concepts, Analysis and Behaviour – Elements of cost, Types of costing – Job, Batch costing- Process Costing (Problems) - Cost Sheet analysis (problems).	5	5	0	
	Marginal Costing – meaning -Breakeven Analysis- Techniques of Marginal costing and Profit Planning (problems).	5	5	0	
	Budgetary control – objectives – Essentials – Classification and Types of Budgets. (Problems).	5	5	0	
	Standard Costing and Variance Analysis – meaning – merits and demerits – Material and Labour variances (simple problems).	5	5	0	
	Total hours	30	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • Outline the basic concepts of management accounting. (1.1) • Interpret the financial statements and report the findings. (1.3, 2.3) • Analyse costs for pricing decisions. (1.3, 2.3) • Develop Budget and analyse Cost variances. (1.3, 2.2, 2.3). 				
Text Book	Management Accounting – Sharma Shashi K Gupta, Kalyan Publishers, 2012.				

P15BAT102	Managerial Economics	L:T:P::2:1:1	4 credits		
Objectives	<ul style="list-style-type: none"> Introduce the microeconomic concepts - demand, pricing, cost determination, entry into and exit from markets, price - output decisions. Illustrate market structures and discuss on cost price behavior in each structures. Summarise Macro economic variables and its real time impact on economy and government policies. 				
Contents	Topics		L	T	P
	Managerial Economics Introduction of Managerial Economics - Scope, Relationship with other Disciplines.		2	0	0
	Micro Economics Firms and Managerial Objectives. Demand, Law of Demand, Determinants of demand, Elasticity of demand, Law of diminishing marginal utility - Exceptions of Demand - Demand forecasting techniques (only theory). Supply, Law of Supply, Elasticity of Supply.		5	2	4
	Production functions – Short and long run laws of production, law of returns to scale. Cost - types of cost, Short and long run cost output relationship, Economies and diseconomies of Scale.		2	2	4
	Market Structure - Perfect Competition, monopoly, duopoly, oligopoly, Monopolistic market structures - characteristics & Price - Output determination - Pricing Methods- Real time market study.		5	3	16
	Macroeconomics Macro-economic variables - Aggregate Demand & Supply. National Income – Concepts, Methods to measure National Income. - Consumption, Savings and Investment - Labor market and unemployment - Real Business - Cycle (RBC) theory.		5	2	0
	Money, Inflation and Banks - Monetary Policy - Role of RBI - Fiscal Policy - Impact of External Sector on Indian Economic Policies.		5	3	0
	Total hours		24	12	24
Learning Outcomes	<ul style="list-style-type: none"> Explain the Key Managerial Economic concepts (1.1) Explain how prices get determined in markets. (1.2). Relate the responsiveness of consumers' demand to changes in the factors determining demand.(1.3). Compare the different costs of production and its impact on short and long run decisions. (1.2). Test the four basic market models of imperfect competition through real time market visits. (1.3, 2.1,2.2,2.3) Outline the macroeconomic elements of the country and its impact on the Economy. (1.1, 1.2). 				
Text Book	Managerial Economics – D N Diwedi, Vikas Publication, Seventh Edition, 2009.				

P15BAT103	Organisational Behaviour	L:T:P::2:2:0			4 credits
Objectives	<ul style="list-style-type: none"> Understand how people and groups in organisation behave, react and interpret events in a work place. 				
Content	Topics	L	T	P	
	Introduction to OB - Focus and Purpose -Need, importance, Nature, Scope, Framework of OB.	3	4	0	
	Individual Behaviour - Attitudes: sources and changing attitude– Personality: personality traits; attributes influencing OB; Perception: process, distortion, changing perception – Motivation: Theories and techniques in practice.	7	8	0	
	Group Behaviour -Organisation structure, Influence, Group dynamics, Group decision making techniques, Team building, Interpersonal relations, communication.	8	6	0	
	Leadership and Power -Importance, Leadership styles, Organizational power , sources of power , and political behavior.	6	6	0	
	Organisational Processes - Creation, maintenance and changing organizational culture, Organizational change: Sources, Approaches, resistance to change.	6	6	0	
	Total hrs	30	30	0	
Learning Outcomes	<ul style="list-style-type: none"> Identify key theoretical aspects and practical applications of organisational behaviour.(1.1,1.3,2.3) Analyse how these theories and empirical evidence can help to understand contemporary organizational issues (1.1,1.3,2.3) 				
Text Book	<ul style="list-style-type: none"> Stephen P Robbins, Timothy A.Judge and Neharika Vohra, Organisational Behavior, Pearson Education, ISBN 9789332500334. Fred Luthans, Organisational Behavior,McGraw Hill, ISBN: 9781259097430. 				

Soft Core Courses (SCR)

P15BAT104	Business Organisation & Management	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Introduce conceptual and practical foundations of modern business organization and management. Identify modern organization design and structures. Understand the new face of corporate governance. Explore new contemporary forms of business practices. Gain familiarity with American, Chinese and European model of corporate patterns. 				
Content	Topics	L	T	P	
	Modern Corporate Management: Management in ICE Age - Concept, nature and Significance. Level and types of Managers –PODSCORB – Role of Multinational companies – Changing international scenarios – Ethnocentric, Geocentric, Polycentric Orientations.	5	--	--	
	Evolution of Management thought: Scientific Management - Contribution of F.W. Taylor. Administrative Management – Contributions of Max Weber and Henry Fayol. Evolution of Human relations in modern management – Contributions of Mary Parker Follet and Elton Mayo and Douglas McGregor. Management by Objectives – Contributions by Peter Drucker.	5	3	--	
	Organization design and structures: Functional, Divisional and geographical designs – Matrix organizations, Virtual organizations, Modular structures, Hybrid structure, Networking structures.	5	5	--	
	Corporate Governance: Types of companies –Characteristics – Corporate Management and Governance – Company Board, Directors - Types - Powers and accountability.	5	0	--	
	Introduction to Global Business Practices: Overview of Strategic alliances, Franchising, Licensing, Joint ventures, Collaborations, Mergers, Acquisitions and takeovers, Turnkey Projects, Management contracts. Subsidiaries.	5	2	--	
	CAGE Analysis of Global Corporate Management models – American model, German model, Japanese Model, Chinese/Korien Model – BRICS Model.	5	5	--	
	Total hours	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Understand the perspectives of modern management and business practices (1.1,1.2) Outline the new roles emerging in organizations as a result of globalization (1.2) Interpret global corporate models and its impact on managing organizations (1.2,1.3,2.3) 				
Reference Book	Y K Bhushan – Fundamentals of Business Organization and Management – Sultan Chand & sons , 19 th edition 2013 Richard M.Steers, Carlos J. Sanchez – Rund, Luciara Norden – Management across cultures, Cambridge University Press, 2 rd edition 2014				

P15BAT105	Information Systems for Business	L:T:P::1:2:0	3 credits		
Objectives	<ul style="list-style-type: none"> • Provide fundamental understanding of various IS concepts and components. • Introduce basic information technologies in IS. • Discuss various challenges faced by organisation. 				
Content	Topics	L	T	P	
	Introduction to information system- IS, Hardware, Software, Data and Database, Networking and communication, IS Security.	6	4	0	
	Information systems for strategic advantage- Need for IT, Business processes, the people in information systems, information systems development.	3	8	0	
	Information system beyond the organisation- Globalisation and digital divide.	3	7	0	
	The ethical and legal implications of information systems.	3	4	0	
	Future trends in information systems.	0	7	0	
	Total hours	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the role of IS in an organisation [1.1] • Develop a simple IS strategy for a small business [1.3,2.3,3.2,3.3] 				
Reference Books	<ul style="list-style-type: none"> • Information system for business and beyond – Saylor.org by David T.Bourgeois – Feb 2014 • Management information systems, 10th edition, James O Brien, McGraw Hill publications, 2012. 				

P15BAP106	Business Statistics	L:T:P::1:0:3	4 credits		
Objectives	<ul style="list-style-type: none"> Present and describe information using a range of numerical and graphical procedures using Excel. Apply statistical methods and hypothesis testing to functional areas like finance, marketing, HR, Operations and Systems. Explore relationships and produce forecasts of future values. 				
Content	Topics	L	T	P	
	Statistics for Business – Applications and Significance.	0.5	-	0	
	Introduction to Statistics - Types - Data – Scales of Measurement.	0.5	-	1	
	Descriptive Statistics - Graphical Methods - Summarizing Data and Cross Tabs.	-	0	3	
	Descriptive Statistics - Measures of Location - Measures of Variability - Detecting Outliers - Exploratory Data Analysis - Weighted Mean.	1	0	5	
	Measures of Association - Covariance and Correlation.	1	0	6	
	Hypothesis testing – Sampling Distribution and Statistical Inference about Means.	1	0	6	
	Analysis of Variance – One Way Classification.	1	0	7	
	Testing of Goodness of Fit and Independence.	1	0	7	
	Simple Linear Regression - Validating Model Assumptions.	1	0	6	
	Forecasting - Smoothing Methods and Trend Projections.	1	0	5	
	Statistical methods for Quality Control . All problems will be solved using Excel.	1	0	5	
		Total hours	09	0	51
Learning Outcomes	<ul style="list-style-type: none"> Develop and refine decision-making skills by basing decision upon the outcome of statistical tests. (1.1,1.4,2.1) Analyze real world scenarios and determine the appropriate type of analytical problem solving techniques to utilize.(1.1,2.3) Understand the reasoning/basis behind each statistical test.(1.1,2.3) 				
Text Book	<ul style="list-style-type: none"> David M. Levine, David F. Stephan, Kathryn A. Szabat, “ Statistics for Managers Using Microsoft Excel”, Pearson,ISBN-10: 8120348133, ISBN-13: 978-8120348134 David Ray Anderson, Dennis J. Sweeney, Thomas Arthur Williams, “Statistics for Business and Economics”,12/e, Cengage learning, ISBN-10: 1305264339ISBN-13: 978-1305264335 				

Practical Course

P15BAP107	Social Immersion Project	I Week (40hrs)	3 credits
Objectives	<ul style="list-style-type: none"> • Increase civic responsibility. • To enhance their interpersonal skills and increase their social network. • Interaction with people of diverse cultures and lifestyles. • Increased the sense of self-efficacy, analytical skills, and social development. 		
Details	The project will be carried out between I & II semester. The project will be carried out in groups in association with a NGO for a period of I week (40 hours) in various areas like Village Development Program, Village Cleanliness, Skill Training Program for youth, Basic Communication development program for school children, self-awareness and self-assessment skills training program ,HIV Awareness Program, AIDS fundraising event, Crèche Visit by students and helping the children in crèche, Organizing Camp like eye camp, diabetic camp, Drug and Alcohol awareness camp etc.		
Learning Outcomes	<ul style="list-style-type: none"> • Develop the civic responsibility in improving the society.(3.1) • Better team work and learning to understand the community. (2.2) 		

Assessment Rubrics

S.No.	Criteria	Rubrics			Max. marks
1	Significance and impact of the project	Low significance, low impact (0 -5 marks)	Moderately significant, medium impact (6-10 marks)	Highly significant, high impact, large no. of beneficiaries (11-15 marks)	15
2	Sustainability of the project & the plans for sustainability	Project is relevant only for 1 week (0 -3 marks)	Project is sustainable for 6 months (4-6 marks)	Long term sustainable project (7-10 marks)	10
3	Association with NGO	No/ very less association with NGO	Fairly a good association with NGO	High level of partnering with NGO	05
4	Exhibiting Managerial skills	Low level of planning,poor execution (0 -3 marks)	Average level of planning,fairly good execution (4-6 marks)	High level of planning,good, execution (7-10 marks)	10
5	Teamwork (student Peer assessment)	Low level involvement and contribution to the team (0-2 marks)	Medium level involvement and contribution to the team (3 – 4marks)	High level involvement and contribution to the team (5 marks)	05
6	Report presentation, Video	Incomplete report , low quality video (0 -3marks)	Partial contents, average quality of video (4 -6 marks)	Complete, good content, Very high quality of video (7 -10 marks)	10
7	Oral Presentation & Viva- Voce	Answers few questions only, with less clarity (0-6 marks)	Answered many questions (7 -12 marks)	Answered all the questions, clearly (13-20 marks)	20
				Total marks	75

P15BAP108	Managerial Skill Development – I	L-T-P: 0-0- 2			2 credits
Objectives	<ul style="list-style-type: none"> Understand the meaning of business reports and letters. Express the opinion or have a discussion about the factual issues. Give a short prepared presentation and write a brief proposal. 				
Content	Topics	L	T	P	
	Reading: Understanding short real-world notices, messages - Comprehension of factual material; skimming and scanning skills-Interpreting visual information.- Reading for detailed factual information-Reading for gist and specific information-understanding of text structure-Reading and information transfer-an email and a memo, followed by a form-filling.	0	0	8	
	Writing: Internal communication-note, message, memo or email- Business correspondence - letter fax.	0	0	8	
	Listening: Listening for specific information-short conversations or monologues-numbers and letters-Conversation/interview/discussion.	0	0	6	
	Speaking- Conversation –Mini Presentation on Business theme- Discussion-Turn taking/Negotiating/ exchanging information, expressing and justifying opinions.	0	0	8	
	Total	0	0	30	
Learning Outcomes	<ul style="list-style-type: none"> Improved understanding of attitude, opinion and writer's purpose and will be able to find specific information and reading for information(2.1,3.4) Develop ideas on the topic(1.2) Improved ability to listen for a wide variety of real life purposes.(2.1) Enhance the ability to organize the thoughts, negotiate and sustain discussion(2.1, 1.3) 				
Text Book	<ul style="list-style-type: none"> Business English Certificate Handbook for teachers-University of Cambridge ESOL. www.cambridgeenglish.org/exams/business-certificates/business-vantage/how-to-prepare/ 				

Value Added Courses

P15BAP109	Personal & Professional Ethics	L:T:P:: 0:1:0			0 credits
Objectives	<ul style="list-style-type: none"> Examine Ethics from both personal and professional perspectives. Understand the decision process one goes through in determining what is right and wrong, and how those decisions affect a person's character both in personal and professional life. Explore successful ethical values of visionary companies. 				
Content	Topics	L	T	P	
	Personal Ethics – Importance of Ethics – Ethical Principles - Personal beliefs, values, attitudes and behavior – difference between personal and professional ethics – conflict between personal and professional ethics -solving ethical problems.	4	0	0	
	Professional Ethics and Code of Conduct - basic principles governing professional ethics - professional ethics at work place - How do I act in a given situation.	6	0	0	
	Corporate Ethics – More than Profits – Core Values and Purpose - Core ideologies in the visionary companies – Understanding Core value statements of successful Global, National and Regional Companies – Ethical behavior both at good and bad times.	6	0	0	
	Total hrs	16	0	0	
Learning Outcomes	<ul style="list-style-type: none"> Evaluate situations and Apply ethical principles both in personal and professional life (1.2, 1.3) 				

General Interest Courses

P15BAP110	Elementary Hindi	18 hrs	0 Credits
Objectives	<ul style="list-style-type: none"> Give basic competency in Hindi including Listening, Comprehension and speaking skills 		
Content	Topics	No. of hours	
	Introduction to Hindi Phonetics and the Chart of Hindi Alphabets.	1	
	Introduction to Hindi Numerals; Names of the days, time, relations etc; Handy vocabulary (apprx 200 words).	2	
	Listening & Speaking – vocabulary practice .	2	
	Question words, combining words.	1	
	Masculine and feminine nouns & pronouns .	1	
	Action descriptors – Verbs, Comparative & superlative.	2	
	Basic statements, questions, present & progressive.	2	
	Past tense & past progressive.	2	
	General conversation.	2	
	Review & strategies to stay sharp in Hindi.	3	
	Total	18	
Learning Outcomes	<ul style="list-style-type: none"> Demonstrate basic knowledge of the distinctive sounds, vocabulary and sentence structure in Hindi (1.1, 2.1) 		

P15BAP111	Film Appreciation	18 hrs	0 Credits
Objectives	<ul style="list-style-type: none"> Understand the nuances of film making, films and the multiple perspectives that cinema brings to the world. Gain an insight into both world cinema and Indian cinema and understand the impact of the visual medium, across genres 		
Content	Topics		No. of hours
	The Story of Film: An Odyssey: Preliminary readings on the title; View the film; Discussions on the journey of cinema across the world; culmination of a written assignment (for interest alone)		2
	The World of Satyajit Ray: Background readings on the film maker; hallmark films with an introduction for each; Pathar Panchali viewing; Group activity / Discussions		
	Silent Revolutions: A module on silent films and their impact on cinema; Charlie Chaplin, a brief history; Modern Times viewing; Critical analysis and discussions; group activity: creating a pantomime		
	Documenting history: A brief look at the history of documentaries in India; Viewing a sample of the most powerful regional documentaries / short films in Tamil / other regional languages		8
	Manga / Anime and their influence on animation: Introductory readings on Manga and Anime from Japan, Japanese Anime film, viewing a work of influence in animation. Discussion with Manga experts and a film expert		
	Workshop on Film appreciation: Dr. Madhu from EFLU, Hyderabad: As an alternative to two modules		8
Total hours		18	
Learning Outcomes	<ul style="list-style-type: none"> Appreciate one of the most enduring visual media since the advent of technology (1.2) Understand the evolution of cinema (1.1) Draw inferences from multiple genres and broaden perspectives of the medium and possibly use the knowledge gleaned to explore audience psyche for different genres.(2.1, 2.3) 		
External Partner	EFLU, Hyderabad, FTI, Pune, Konangal, Coimbatore		

P15BAP112	Theatre	18 hrs	0 Credit
Objectives	<ul style="list-style-type: none"> • Explain the relevance of drama & theatre in life. • Describe attributes of theatre to an organization. • Practical application for absolute realisation of course content and topics. 		
Content	Topics	No. of hours	
	Introduction to drama and theatre production - Relevance, Application, Structure...	1.5	
	Elements of acting - Gestures, Expressions, Emotions, Improvisation, Voice Modulation, Miming, Body Language, Postures.	6	
	Forms of Theatre - Shadow play, Radio Play, Short-form drama, Street Theatre, Miming, Role-play, Full length drama	1.5	
	Art in Theatre - Face-painting / Make-up, Poster design, Art-work for social-media promotion.	1.5	
	Craft in Theatre - Mask-making, Puppetry, Backdrop design and construction, Stage props & sets, Personal props, Costumes (wealth-out-of-waste).	3	
	Theatre Production - Techniques covering sound, lighting, stage and auditorium setting.	1.5	
	Commerce in Theatre - Costing, Ticketing, Funding, Promotion, Sales & Marketing, Accounting	1.5	
	Show Time! - During the course of the program, participating students will be grouped to take charge of each of the above elements and will, at the end of the program, collectively present a theatrical production.	1.5	
		Total	18
Learning Outcomes	<ul style="list-style-type: none"> • Exhibit clear oral communication (2.1) • Exhibit creative problem solving abilities and show initiative (2.3) • Exhibit the right attitude to the workplace in terms of motivation & commitment, being a team player, working independently, time budgeting, respect for deadlines, people & authority, adapt & be flexible, work under pressure, self-discipline & leadership skills. (2.2, 3.3) 		
External Partner	Coimbatore Art & Theatrical Society, Coimbatore.		

P15BAP113	Yoga	18 hrs	0 Credit
Objectives	<ul style="list-style-type: none"> • Introduce ancient wisdom and improve life skills. • Introduce Yoga and breathing techniques for general well being. • learn and practice SudharshanKriya for overall effectiveness. 		
Content	Topics		No. of hours
	Introduction to Yoga and Ancient Wisdom.		2
	Energy Levels and their role in everyday living.		1
	Pranayama Techniques.		3
	Meditation – Techniques for staying focused.		3
	Asanas for improving Health.		3
	Freedom from within :: breaking the shackles of the mind.		3
	SudharshanKriya.		3
	Total		18
Learning Outcomes	<ul style="list-style-type: none"> • Apply yogic techniques for a calm and focused mind (3.3) • Improve energy levels and increase confidence(2.2) • Practice SudharshanKriya to reduce emotional Stress (3.3) 		
External Partner if any	Art of Living.		

P15BAP	Business Innovation	18 hrs	0 Credits
Objectives	<ul style="list-style-type: none"> • Learn a prototype driven method for innovation • Enable students create better products, services, processes, strategies and experiences 		
Content	Topics		No. of hours
	Discovering Innovation: The Innovation Formula • Self-Transformation as the driver of success • The key performance areas • The dynamics of external change • Technology threats and opportunities • Self-Assessment		3
	Discovering Ideas: Designing your innovation portfolio • Where are the opportunities? • Targeting highest-value • Evaluating ideas • Monitoring performance through your dashboard		6
	Idea to market: • Practical blockers and bottlenecks • The Idea Scrum • The Innovation Sprint • Learning and iteration • Self-organizing teams & accountability for results • The Lean Model and the Minimum Viable Product • Identifying and removing obstacles • Creating and sharing knowledge • The critical innovation roles: Leaders, Champions, & Creative Geniuses		6
	Action planning & Closure: innovation challenge • Metrics and rewards • Self-assessment • team assessment, Review and recapture and identify the top 5 action items that will add the momentum to the project.		3
	Total hours		18
Learning Outcomes	<ul style="list-style-type: none"> • Providing a fresh perspective on how to approach problems and identifying opportunities.(1.2) • Unlocking creative confidence and how to apply it in business situations.(1.3) • Identifying new opportunities and shaping them into new ventures.(1.3) 		

SEMESTER - II

Core Foundation Courses (CFD)

P15BAT201	Financial Management	L:T:P::2:2:0			4 credits
Objectives	<ul style="list-style-type: none"> Introduce the broad framework of financial decision-making in a business unit. Discuss the capital budgeting process and techniques. Overview of cost of capital and leverage on capital structure. Describe the components of working capital. 				
Contents	Topics	L	T	P	
	Introduction – objectives of financial management – Profit Vs Wealth Maximization- Role of finance managers - : Basics of Time Value of Money.	3	0	0	
	Investment Decisions: Capital Budgeting - Importance – process – determining cash flows – Techniques (problems) – Capital Rationing.	4	6	0	
	Financing Decisions: Sources of finance - Long term. Cost of capital: Concept and importance; Computations of cost of capital – Weighted Average Cost of Capital. (Problems).	4	6	0	
	Capital Structure – Meaning and factors - Theories of capital structure-NI, Traditional approach, NOI and MM approach- Optimum capital structure.	5	5	0	
	Leverage – types of Leverage – EBIT-EPS relationship – Point of Indifference. (Problems).	5	4	0	
	Dividend Decisions – factors – types – Models of dividend- Walter, Gordon and MM models (Problems) – Bonus shares.	5	5	0	
	Liquidity Decisions: Management of working capital – Determinants – Forecasting of working capital (problems) - Cash, Receivables and Inventory Management. Sources of finance - Short term.	4	4	0	
	Total hours	30	30	0	
Learning Outcomes	<ul style="list-style-type: none"> Outline basic concepts of Financial Management (1.1) Compare investments and Select the best investment alternative. (1.1, 1.3, 2.3) Evaluate different sources of finance and Decide the optimal capital structure (1.3, 2.3) Plan the working capital requirements for business operations. (1.3, 2.1, 2.2, 2.3) 				
Text Book	Financial Management – I.M. Pandey, Vikas Publishing				

P15BAT202	Human Resource Management	L:T:P::2:2:0			4 credits
Objectives	<ul style="list-style-type: none"> Introduce the various functions of the HR System Acquire working knowledge that facilitates individual and team interaction To support the HR activities as a Middle level Executive 				
Content	Topics	L	T	P	
	<ul style="list-style-type: none"> Introduction to HRM -Role of a HR Professional & HR Policies. 	3	2	0	
	<ul style="list-style-type: none"> HR Planning and Forecasting: Job Analysis -Need, Writing Job Specification and Job Description, Manpower Planning Process, Assessing Demand and Supply,Methods of Forecasting. 	4	4	0	
	<ul style="list-style-type: none"> Recruitment and Selection: Sources of Recruitment, Selection Process. 	4	4	0	
	<ul style="list-style-type: none"> Training and Development : Process, Induction , Methods,Management Development. 	4	4	0	
	<ul style="list-style-type: none"> Performance Management: Process, Appraisal Tools and Appraisal Errors. 	4	4	0	
	<ul style="list-style-type: none"> Compensation –Job Evaluation: Identifying compensable factors,Establishing Payrates, Competency based pay, Variable pay and Incentives, Benefits and Services. 	4	4	0	
	<ul style="list-style-type: none"> Employee Relations – Nature, Importance, Approaches, Role of Trade Unions. Ethics in HR. 	3	3	0	
	<ul style="list-style-type: none"> Emerging Trends in HR -Managing HR in Small and Medium Enterprises - Managing Employees in the Global Context – IT for HR, Employee Engagement Practices and Retention Management in companies, Role of HR in CSR 	4	6	0	
Total hours		30	30	0	
Learning Outcomes	<ul style="list-style-type: none"> Interpret HR Policies (1.1,1.3) Summarize the various functioning of HR Department (1.2) Design tools for Performance Appraisal (1.4) Demonstrate appropriate HR Competencies at the workplace (2.3) 				
Text Book	Human Resource Management by Gary Dessler, Florida International university, 14 th Edition ISBN-10: 0133545172 • ISBN-13: 9780133545173,Pearson Publication.				

P15BAT203	Marketing Management	L:T:P::2:1:1	4 credits		
Objectives	<ul style="list-style-type: none"> Familiarize the students with the contemporary marketing concepts & practices. Illustrate the applications of Marketing Mix decisions. Provide knowledge on the development of Marketing strategies. 				
Content	Topics	L	T	P	
	<ul style="list-style-type: none"> Understanding the Marketing Management: Importance, Scope & Core marketing concepts, company orientations, Marketing Planning process – SWOT, Customer value using Value chain, analysing consumer market through Marketing research. Cause Related Marketing. 	4	2	4	
	<ul style="list-style-type: none"> Formulating Marketing Strategies: Segmenting, Targeting & Market Positioning, POP,POD, Marketing Mix decisions [4P's], impact of mcommerce & ecom on 4P's 	4	2	4	
	<ul style="list-style-type: none"> Product: classification, characteristics, Differentiation, Product hierarchy, Product life cycle, Product & Brand relationship, Packaging, labelling, warranties, & Guarantee. 	4	2	4	
	<ul style="list-style-type: none"> Price : Pricing methods, Value & Pricing, Strategies. 	4	2	4	
	<ul style="list-style-type: none"> Promotion Mix: Advertising and sales promotion, Public relation, Personal selling and Direct marketing (inclusive of Online marketing), Managing Integrated Marketing Communications. 	4	2	4	
	<ul style="list-style-type: none"> Placement: Marketing channels, types, roles, functions, Managing retailing ,wholesaling & logistics, Long Tail Distribution. 	4	2	4	
	Total hours	24	12	24	
Learning Outcomes	<ul style="list-style-type: none"> Explain the Marketing conceptual frame work [1.1] Develop a marketing plan by adopting marketing mix and STP Model for the given Marketing situation[1.3,2.3,3.2,3.3] 				
Text Book	<ul style="list-style-type: none"> Marketing Management: A South Asian Perspective, Philip Kotler, Abraham Koshy, MithileswarJha, Kevin Lane Keller, 14th edition Pearson 2008. 				

P15BAT204	Operations Management	L:T:P::2:2:0	4 credits		
Objectives	<ul style="list-style-type: none"> • Provide insights on the concepts, techniques of operations management. • Provide basic insights on managing the resources input-process-output. • Introduce the demand forecasting methods. • Explain plant location and layout strategies. • Discuss the basic tools governing quality. 				
Content	Topics	L	T	P	
	Fundamentals of OM – Production System – Productivity – Production functions – Manufacturing and Service organization Supply Chain Management – Basics.	4	4	0	
	Forecasting – Types of forecasting - Factors – Qualitative and Quantitative methods of forecasting - Demand Patterns –Forecast Error (simple problems).	8	8	0	
	Inventory Management – Objectives – Inventory costs - EOQ Inventory models – Production and purchase models – with and without shortages – simple Problems; Inventory Control Techniques – ABC, VED, FSN – (only theory) Materials Requirement Planning – Aggregate Planning – BoM – MPS – ERP (only theory).	8	10	0	
	Location & Layout Strategy – Factors influencing location decision – Issues - Factor Rating Method – simple problems. Overview of Layout – Types of layout – advantages and disadvantages (only theory).	4	4	0	
	Quality Management – Definition - Dimensions – 7QC Tools – SPC charts (Problems in SPC).	6	4	0	
	Total hours	30	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • Define the fundamental concepts in operations management (1.1) • Develop a demand estimate for a product (1.3, 2.2,2.3) • Apply inventory management techniques to minimize stock (1.3, 2.3) • Explain the concepts influencing plant location and layout for manufacturing / service sector (1.2) • Apply the quality control tools for process improvement (1.3, 2.3) 				
Text Book	R.Paneerselvam, Production and Operations Management, 3 rd Edition, PHI, 2012.				

P15BAT205	Entrepreneurship Management	L:T:P::2:1:1	4 credits		
Objectives	<ul style="list-style-type: none"> To enable students understand concepts and techniques from functional areas of management in the context of entrepreneurial ventures. Identify many contexts in which entrepreneurship manifests, including start-up, corporate, social, and public sector. To impart the fundamentals of launching and growing a venture. 				
Content	Topics	L	T	P	
	Dynamics of entrepreneurial development – Fundamentals of entrepreneurship, Entrepreneurial mindset, Facets of Entrepreneurship, Myths and Challenges. Economic wealth creation & Entrepreneurship development – the role of the government schemes & clusters. Global/Indian Entrepreneurs.	4	2	4	
	Creativity and Business Ideas –Creativity and entrepreneurship, Idea generation and evaluation, Opportunity recognition and steps in tapping the opportunity. Launching a venture – steps involved in launching a business, types of business models, Understanding the market and the team, managing cash, Implementation plan.	4	2	4	
	Business Plan – Business Model, Marketing plan, Operations and production plan, Venture team and organizational plan, financial statements, Risk evaluation. Financing ventures – sources of raising capital, seed funding, venture capital funding, funding opportunities for startups in India.	4	2	4	
	Strategy & Leadership – Leadership, Values and Growth, Entrepreneurship within you, Charismatic leadership, situational leadership, Leading yourselves, images of entrepreneurial leaders, Strategic thinking concepts and approaches, Steps in strategic thinking, Applying Strategic thinking in decision making.	4	2	4	
	Managing the growth - Preparing for growth by creating synergy in vision, values and strategies, Stages of growth, Strategies for growth, Accessing resources for growth, Global expansions. Role of incubators, accelerators, mentors, government and academics.	4	2	4	
	Legal aspects – Formation, Taxation, Procedures for setting business in India, Legal Acts governing business in India. Revival, Exit and End Strategies - Key strategies to turn around a company, Liquidation, Exit strategies for entrepreneurs.	4	2	4	
	Total hrs	24	12	24	
	Learning Outcomes	<ul style="list-style-type: none"> Demonstrate entrepreneurial thinking and approach (1.1) Develop a business plan (1.2,2.3,2.1) Relate the concepts of various functional areas of management in an entrepreneurial context. (1.1,2.1) 			
Reference Books	<ul style="list-style-type: none"> Entrepreneurship –Creating and leading an entrepreneurial organisation – Arya Kumar, Pearson publication, 2013 Entrepreneurship – second edition,2013 - Rajeev Roy, oxford university press 				

P15BAP206	Decision Models for Management	L:T:P::1:0:3	4 credits		
Objectives	<ul style="list-style-type: none"> • Introduce operations research models pertaining to business situations. • Discuss the formulation of transportation models and determine optimal transportation cost. • Familiarise decision making criteria in various business conditions. 				
Content	Topics	L	T	P	
	Linear Programming – Application of LPP – Objective Functions – Constraints-Formulation –Graphical and Simplex methods of solving LPP only using TORA software.	2	0	11	
	Transportation Model - Formulation – Determining IBFS -Unbalanced – Optimal solution using TORA software. Assignment Model – Hungarian Method (simple problems).	1	0	10	
	Queuing Theory – Application - Characteristics of MM1 Queuing model – Multiple servers - Queue discipline – Service Mechanism – Concept of Arrival rate and Service rate – Solving problems only using TORA software.	2	0	10	
	Game Theory – 2 person zero sum game – Strategies – Pay off table - Formulation - Saddle point - Dominance property - solving problems only using TORA software.	2	0	10	
	Sequencing – n jobs -2 machines, n jobs -3 machines, n jobs -m machines – determination of idle time. Simulation – Monte Carlo method using random numbers - Decision Making – Payoff – Criterion (simple problems).	2	0	10	
	Total hours	9	0	51	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the application of decision models in business situations (1.3) • Formulate a linear programming model and determine an optimal solution through TORA software (1.4, 2.3) • Explain the payoff table and determine best strategies for decision making (1.1, 1.3) 				
Text Book	Operations Research- Decision Models Approach, S.Jaisankar, Excel Books, New Delhi, 2010.				

Practical Courses

Research Immersion Project

Objectives

The objective is to provide students with quantitative and qualitative tools to identify, analyze and create business opportunities as well as solve business problems, developing their ability to think strategically and to lead, motivate and manage teams.

Outlook

This project will be undertaken by each student in the second year of the program. Carrying out independent research is important skill earned by the students of this program. Each student works for his/her project work under the supervision of a core faculty of the KCT.BS. Finally, the assessment will be done and the marks will be awarded as per the rubric mentioned below.

Outcomes

1. Students are able to synthesize the knowledge, skills, and tools acquired in the program within a real micro business they must be able to design themselves.
2. Students are able to excel in their chosen career paths, by learning about how to live, adapt and manage business environmental change.
3. Students are able to reflect upon and explore business problems in depth, to develop informed managerial decisions, and to demonstrate ability to pursue new knowledge necessary to succeed in dynamic local and international business environments.

The students shall undertake research projects which shall address the problems in a sector/ industry/ company with an aim of identifying solutions to these problems. The project carried out during the second semester shall be considered as a practical course. Students shall undertake projects as a team of three members or two members or individually. The project emphasizes on the identifying the research problem, identifying the appropriate methodologies to carry out the research and the precision of implementable suggestions / recommendations. The Assessment for the Research Immersion projects shall be through Project report and a presentation.

P15BAP207	Research Immersion Project	L:T:P::0:0:4	4 credits		
Objectives	<ul style="list-style-type: none"> • Approaches available to take up Business Research systematically • Create awareness on various research approaches • Apply to specific analytical tools using SPSS to draw inferences for decision making • Present the results of the research 				
Content		L	T	P	
	Introduction to Research - Identifying of the problem – Formulating research questions	3	-	-	
	Review of Literature – Significance and Reporting	2	-	-	
	Research Designs – Types – Choosing an appropriate design for the project – Sampling Design	2	-	-	
	Formulation of a Research Instrument – Role of Validated Instruments	2	3	5	
Data Collection Methods	2	1	10		

	Analysis using SPSS	2	4	2
	Univariate and Bivariate Analysis using SPSS	4	2	3
	Multivariate Analysis – Multiple Linear Regression, Factor Analysis, Cluster Analysis, Discriminant Analysis	5	1	3
	Reporting the Research Results – Format of Project Reports	2	1	1
	Total hours	24	12	24
Learning Outcomes	<ul style="list-style-type: none"> Design and Carry out a Business research project to support Organisational decision making. (1.1,1.3,1.4,2.1,2.2,2.3,3.1) 			
Text Book	<ul style="list-style-type: none"> Business Research Methods, 11/e Donald R. Cooper and Pamela S. Schindler, McGraw hill Publications 			

Research Immersion Project Assessment

1	Problem Identification and Review of Literature- Submission	05%
2	Instrument Design and Methodology - Submission	05%
3	Preparation of Proposal - Submission	05%
4	Project Report (Rubrics Given below)	20%
5	Viva Voce Project background, problem statements –Novelty - 2 Methodology Concept and Research Design - 2 Suggestions and Recommendations – Implimentability - 3 Quality of Presentation& Peer Assessment -5 Answers to Questions raised - 3	15%
	Total	100%

P15BAP208	Managerial Skill Development – II	L:T:P::0:0:2	2 credits		
Objectives	<ul style="list-style-type: none"> Identify own personality skills and potentials for holistic development. Imbibe team working skill & Familiarize events in business/Industry/Current Affairs. Introduce various techniques of decision making and problem solving. Recognize Verbal and non-verbal communication and its influence on interpersonal relationships. Understand how appreciating the other side, building bridges and giving in without giving up can improve skills in influencing other people. Practice numerical, logical, verbal and reasoning skills. 				
Content	Topics	L	T	P	
	Self awareness: Personality assessments- Learning Style Understanding Strengths & Potentials-Improving Self esteem & Positive Thinking.	0	0	4	
	Team Building: Team Cohesiveness- Working in team - Building and leading an effective team-Communication, gaining participation and handling team Conflicts- Decision making and Problem solving in teams-Gathering Information, Analysing Information, Examining alternative solution and making decisions & Gaining Consensus.	0	0	4	
	Interpersonal skill: Johari Window- -Influencing Skills-Art of Questioning and appreciation-Emotional intelligence –Assertiveness.	0	0	3	
	Business Industry Trends- Analysing the market &business economic trends.	0	0	4	
	Aptitude Skills: Numerical ability-Logical reasoning-Verbal Ability-Data interpretation.	0	0	15	
	Total hours	0	0	30	
Learning Outcomes	<ul style="list-style-type: none"> Demonstrate Team working skills and recognize team members strengths and weaknesses(2.2) Discuss current happenings, practices, and issues in business environment(2.2) Improved interpersonal communication (2.1) Identify behaviors to enhance relationships.(2.2) Demonstrate increased proficiency in aptitude skills(2.3) 				
Text Book	<ul style="list-style-type: none"> Barun K Mitra, “ Personality Development and soft skills”, Published by Oxford higher education-Edition 2012. Patterson, “ Quantitative Aptitude” Published by R G Books India- Edition May, 2014. 				

Value Added Courses

P15BAP209	Business Analysis	16 Hrs	0 credit
Objectives	<ul style="list-style-type: none"> • Identify the business objectives/needs that are critical to organization's success. • Understand that any solution should address the root cause of the perceived problems, and learn the techniques to discover root causes. • Define business needs and describe capabilities required to meet the business needs. • Determine the best approach to solve the problem. 		
Content	Topics		No. of hours
	Introduction to Business Analysis.		3
	Fundamentals of Requirements Engineering.		3
	Enterprise Analysis.		3
	Business Analysis Planning & Monitoring.		3
	Elicitation.		3
	Requirements Analysis.		4
	Requirements Management.		4
	Solution Assessment & Validation.		4
	Underlying Competencies & Techniques.		3
Total		30	
Learning Outcomes	<ul style="list-style-type: none"> • Able to demonstrate knowledge, techniques and competencies that are required for a business analyst to effectively perform the BA activities (1.2, 2.3) • Prepares students towards the industry leading certifications such as CBAP (2.1, 2.3) 		

III – SEMESTER

Core Foundation Courses (CFD)

P15BAT301	Strategic Management	L:T:P:2:1:1	4 credits		
Objectives	<ul style="list-style-type: none"> • Explain about major strategic management concepts and processes. • Learn tools and techniques to forecast and build appropriate scenarios. • Outline basic generic and functional strategies. • Analyze alternatives to derive appropriate strategies. 				
Content	Topics	L	T	P	
	Strategic Management – Conceptual framework – Strategic Planning Process , Levels of strategy -- .Strategic Leadership — Governance and Strategy	3	1	0	
	Strategic Intent – Defining the Business Model – Vision-Mission and Core Values- Objectives and Goals – Strategic Priorities - Strategy as an emergent process Scenerio Planning	2	1	0	
	External and Internal Environment Analysis – PESTEL , Porter’s five forces model - SWOT – Value creation and Value chain Approach - Critical Success Factors.	4	5	0	
	Resource Dynamics – Resource Based View of the firm - Resource-Capabilities – Distinctive Competencies –Competitive Advantage - VRIO framework – Building Blocks of Completive Advantage – Theory of Strategic Thrust - Avoiding Strategic failures and sustaining competitive Advantage	3	3	0	
	Generic Strategies – Building Competitive Advantage through Functional Level strategies – Competitive Positioning and Business Model -Generic Business Strategies – Differentiation - Low cost leadership, Focus strategies – Blue Ocean strategy - Strategy through Industry life cycle – AD Little’s theory – Strategy in Global environment	5	6	0	
	Corporate Strategies – Grand Strategies – Stability, Growth and Retrenchment strategies – Concentration, Integration, Diversification, Cooperation, digitalisation, strategies – Turnaround, Divestiture and Liquidation – Combination Strategies – Outsourcing – Strategic Alliances - Restructuring	5	6	0	
	Business Portfolio Analysis and Strategy adoption – BCG & GE nine cell matrix – Strategic Choice	2	3	0	
	Strategy implementation: Activating Strategies – Managing Change – Achieving Effectiveness – Project Implementation – Procedural Implementation – Resource Allocation - Organisational design – structure, control and culture	3	2	0	
	Strategy Evaluation and Control –process of evaluation - types of strategic controls – strategic and operational controls - 7S Framework, Balanced Score Card.	3	3	0	
	Total hours	30	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • Define strategy, discuss strategic management process, and analyze various types of industry structures (1.1, 1.2,1.3) • Select and apply appropriate strategic management tools to diagnose internal and external factors facing organizations.(1.3,2.1,2.2,2.3) • Synthesize strategic management theory and concepts to explain competitive advantage in the era of globalization (1.2,1.3,2.2,2.3) 				
Text Book	<ul style="list-style-type: none"> • Azhar Kazmi, Strategic Management & Business Policy, 3rd edition, 2011, TMH 				
Reference Books	<ul style="list-style-type: none"> • Arthur A. Thompson, Jr., A. J. Strickland III, John E. Gamble, Arun K Jain, Crafting and Executing Strategy (SIE): The Quest for Competitive Advantage: Concepts and Cases, 16/e TMH. • Charles W.L.Hill, Gareth R.Jones, Mellissa A. Schilling – Strategic Management: An integrated approach Cengage, 9th edition. 2012 				

Elective Based Certificate Course

This is a non-credit mandatory course. Certificate courses will be offered under each elective stream which are contemporary in nature and not covered by the syllabus. These courses will be offered by Industry/ professionalbodies/ Trainers for 18 – 25 hours. Student may choose one course based on the area of specialization. These certifications may change year on year depending on the currency of the topic.

A “satisfactory” remark is required to pass in the course. The satisfactory remark can be obtained through attendance, participation and assessment conducted by the Industry/ Professional bodies/ course faculty . A minimum of 50% of the marks allotted is required to get a “Satisfactory” remark. Students who fail to achieve “satisfactory” remark will take up the supplementary exam conducted by the faculty.

P15BAT302	Elective based certificate course - Marketing	0 credits
P15BAT303	Elective based certificate course - Finance	0 credits
P15BAT304	Elective based certificate course – Human resource	0 credits
P15BAT305	Elective based certificate course - Operations	0 credits
P15BAT306	Elective based certificate course – Information Systems and Analytics	0 credits
P15BAT307	Elective based certificate course - Entrepreneurship	0 credits

Practical Courses

P15BAP308	Corporate Internship*	4 weeks	4 credits
Objectives	<ul style="list-style-type: none"> • Provide an extensive exposure to the student and hands-on experience of the functional areas of management in a corporate environment. • Undertake simple assignments in the area of specialisation so that there is a mutual benefit for the corporate and the intern. • Provide a platform for the corporate to test the reliability, quality and performance of the student and make a match for major project later, if they so deem fit. 		
Content	Marketing <ul style="list-style-type: none"> • Marketing manager's roles and responsibilities • Products and product policies • Pricing policies • Distribution structure • Advertising policies & procedures • Sales promotion activities • Marketing research activities 	Finance <ul style="list-style-type: none"> • Sources of capital • Role of Finance manager • Cost of capital • Allocation of funds to various departments • Credit policy • Payment & collection procedure • Budgeting method • Cash management • Control process 	
	Human Resource <ul style="list-style-type: none"> • Role of HR Manager • Human Resource planning • Recruitment & selection • Training & development • Performance appraisal • Career planning & development • Compensation plan • Financial/ Non financial incentives • Welfare benefits • Discipline administratio 	Production <ul style="list-style-type: none"> • Production process • Receiving and processing orders • Types of production systems • Production planning procedures • Inventory management • Record keeping • Wastage management • Quality control techniques • Efficiency analysis 	
Learning Outcome	<ul style="list-style-type: none"> • Understanding the functions of the departments of an organization(1.1,1.3, 2.1, 2.3) 		

*The project shall be carried out between the II and III semester in an organization, under the guidance of a faculty

Assessment:

S.No	Criteria	Max Marks
1	Industry Analysis	10
2	Company Profile, SWOT, Competitors	10
3	Detailing of functions of the departments	20
4	Mapping the concepts to the company practices	10
5	Present and Explain of the organization and its activities	20
6	Clarity of the functional concepts and its application in the organization	20
7	Answering ability	10

	Total Marks	100
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S.No 1 to 4 based on the report and 5 to 7 based on the viva voce

P15BAP309	Entrepreneurship Immersion Project	L:T:P:0:0:4	4 credits
Objectives	<ul style="list-style-type: none"> • Describe the role and impact of an entrepreneur. • Introduce strategies followed by an entrepreneur in various contexts. • Read the business model in an entrepreneurial venture. • Bring out the challenges and suggest solutions for business growth. 		
Content	<p>Employing Entrepreneurship venture Criteria</p> <ul style="list-style-type: none"> • Must be a business that is entrepreneurial in nature • Provide significant work that will enhance the intern's professional and educational Development • Provide the intern the opportunity to work a minimum of 45 hours • Must be approved by the Faculty supervisor <p>Contents of Report</p> <ul style="list-style-type: none"> • Company Profile & Literature—Promotional/information brochures, etc. from the employing entrepreneur • Industry profile – a study on the industry within which the entrepreneur operates • Entrepreneur Interview—Interview with the entrepreneur on the business plan and strategies • Daily Journal—Daily journal entries of internship activities and hours worked. • Journal entries can be used to compose the reflective paper. • Reflective Paper—written as a retrospective of the internship experience. 		
Learning Outcomes	<ul style="list-style-type: none"> • Identify the entrepreneurial traits and challenges(1.1) • Describe the business model of an entrepreneurial venture(1.2) • Formulate growth plans for an existing business(1.3) • Demonstrate communication, interpretation and networking skills(2.3) 		

S.No.	Criteria	Rubrics (1-4 in the contents of the report)			Max. Marks
1	Details of the enterprise	Explained the activities of the entrepreneur (0 -10 marks)	Interpreted strategies of the entrepreneur (11 -20marks)	Analysed the business model and the strategies (21 -30 marks)	10
2	Details of the enterprise environment	Very less mapping of the ext environment (0 -6 marks)	Fairly good mapping of ext environ (7 -14 marks)	Clearly has mapped the competition and ext factors (15-20 marks)	20
3	Connecting the theory to	No/ very less mapping	maps the theory with	Clearly maps the theory with	20

	practice	the theory with the practice in the enterprise	the practice in the enterprise to an extent	the practice in the enterprise	
4	Suggested strategies for growth	Very weak strategies	Good but difficult to implement strategies	Good, implementable strategies	20
5	Report presentation, Video & PPT	Incomplete report , low quality video (0 -3marks)	Partial contents, average quality of video (4 -6 marks)	Complete, good content, Very high quality of video (7 -10 marks)	10
6	Oral Presentation & Viva voce	Answers few questions only, with less clarity (0-6 marks)	Answered many questions (7 -12 marks)	Answered all the questions, clearly (13-20 marks)	20
				Total Marks	100

P15BAP310	Managerial Skill Development – III	L-T-P -0-0 2	2 credits			
Objectives	<ul style="list-style-type: none"> Sharpen numerical, logical ,verbal and reasoning skills with speed. Familiarize events in business/Industry/Current Affairs. Develop confidence and presenting ability required in a group discussion. Help in prioritizing and sequencing logical thinking in self articulation. Facing Interviews. 					
Content	Topics			L	T	P
	Business etiquettes & Professionalism : Networking for Success-Meet &Greet - Office space etiquette-Telephone Etiquette-Business Attire and Professionalism-Manners on the Job-Dinning etiquette.			0	0	3
	Critical & Current Thinking in Management : Business Industry Trends-Analysing the market ,business economic trends – linking to management concepts.			0	0	4
	Group Discussion: Personality traits for an effective Group discussion-Types of Group Discussion-Factual, Controversial, abstract & Case based – Practicing articulation and shedding inhibition.			0	0	5
	Extempore Talk: How to analyse the given topic and generate ideas-Prioritizing and sequencing the thinking-Overall presentation skills-Body language, confidence and Poise.			0	0	3
	Aptitude Skills: Advanced Numerical ability-Logical reasoning-Verbal Ability-Data interpretation - Work with speed.			0	0	15
	Total hours			0	0	30
Learning Outcomes	<ul style="list-style-type: none"> Discuss current happenings, practices, and issues in national & global business scenario.(1.2) Exhibit the personality traits required for an effective group discussion(2.1/2.2) Design and deliver the speech effectively(2.1) Demonstrate increased proficiency with speed in aptitude skills(2.3) 					
Text Book	<ul style="list-style-type: none"> Barun K Mitra, “ PersonalityDevelopment and soft skills”, Published by Oxford higher education- Edition 2012 					

	<ul style="list-style-type: none">• Patterson, " Quantitative Aptitude" Published by R G Books India- Edition May, 2014
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IV - SEMESTER

Practical Courses

P15BAP401	Major Project - Corporate	12 weeks	12 credits
Objectives	<ul style="list-style-type: none"> • Integrate and apply the learning from the courses learnt during the MBA program. • Exercise his managerial skills for decision making, in solving business problems through Organisational research, in the contemporary workplace environments. 		
Process	Study the organization and its environment Identify a specific issue/ problem/ challenge/ developmental area of study/research Build the research design and conduct the study Report the findings Give specific implementable suggestions to the organization Report of the study Write a working paper of the study		
Learning Outcomes	<ul style="list-style-type: none"> • Identify authentic business problems with an aim to solving the same within the stipulated time(1.2,1.3) • Undertake research using appropriate recognized methodology and framework (1.1,1.4) • Apply theory, synthesize domain knowledge and carry out the project (1.1,2.3) • Analyze, suggest and implement solutions in the Organisational context (1.2,1.3,2.1) • Make a written and seminar presentation of the study findings (2.1) 		

P15BAP402	Major Project – Entrepreneurship	12 weeks	12 credits
Objectives	<ul style="list-style-type: none"> • To delineate the business ideas using the skills and knowledge they have gained • To develop a road map for their business. • To conduct market research to help businesses hone their markets. • To target their product's market and help build their brand and services. • To gain hands on experience in creating a business plan this will be an indispensable tool for future development and growth. 		
Process	Description of the business idea – Customer problem to be solved and the Entrepreneurial Team Industry Analysis Market Analysis Financial Analysis Business Model canvas Final Draft Submission Mock Business plan presentation Final Business plan pitch		
Learning Outcomes	<ul style="list-style-type: none"> • Gain in-depth understanding of the individual vision, values, motivations, comparative strengths and weaknesses. (1.2) • Assess meaningful entrepreneurial opportunities from a business and personal perspective. (1.3, 2.3,3.2) • Apply frameworks to develop a life vision and engage in a business plan that encompasses student's deepest interests.(1.2, 3.2) 		

Reviews: 2 Project reviews (Mid-Term and End-Term) will be conducted during the course of the project to assess the progress and also for guidance. A faculty will guide the student for the project. Assessments: Assessment of project work will be done as in the regulations, Clause 9.3.3

Value Added Courses

P15BAP403	Career Readiness Program	16 Hrs	0 credit
Objectives	<ul style="list-style-type: none"> Develop confidence that will position them for success in life and the marketplace. Equip the graduates with the necessary skills, intellect and character to lead a business or enterprise effectively. 		
Content	Topics	No. Hrs	
	Campus to Career – Getting ready for transition – Handling the initial period of transition – strategies one need to follow – managing work stress – managing time – work life balance	3	
	Competencies in Career – Knowledge up gradation and continuing education – employability, technical and job-related skill to function at the workplace – stretching beyond boundaries and developing leadership traits – understanding 360° leadership - Work place behavior, email etiquettes – Attitude at Workplace	6	
	Professional Ethics - Exhibiting excellence at workplace – aligning with corporate ethics – how does one act in a given ethical situation	3	
	Networking –Building connect within and outside an organization - alumni – corporate bodies/associations	2	
	Beyond the Workplace - To create awareness about being Socially Responsible and sensitization of social, cultural, economic and environmental issues	2	
	Total hrs.	16	
Learning Outcomes	<ul style="list-style-type: none"> Gain confidence and be ready to take up challenges in the career(3.4) 		

P15BAP404	Capstone Simulation	16 hrs	0 Credit
Objectives	<ul style="list-style-type: none"> experiment in managing a business in a competitive simulated environment before having real experience in the industry. comprehend operative, strategic and tactical plan of action. 		
Learning Outcomes	<ul style="list-style-type: none"> Employ day-today-operative decision making process under constraints of time, resources and information. (1.1,1.2, 1.3). Synthesize cross-functional relationships and roles among various management functions. (1.1,1.3). Predict the financial impact of their judgment, action and execution. (1.1, 1.4, 2.3). Sensitizing themselves about human behaviour while working together. (2.2,3.3). 		

Content/coverage of the simulation:

The simulation will be case-study based that covers the following concepts:

Demand forecast and analysis, Inventory Management and Control, Product Positioning and marketing, Product Costing and Pricing, Make or buy decision, HR Planning, Cash Management, Capital budgeting, Hedging, Investment planning, Cost of capital, Ratio analysis and Time management.

Overview of assessment:

An Assessment test (Objective-type) for 50 marks will be conducted at the end of the simulation to individually assess the students.

A student will be assessed as Satisfactory, if he / she possess at least 80% attendance during the simulation program, and he / she Scores 50% marks in the Assessment Test.

Students who do not meet the Satisfactory requirements will be assessed as Un-Satisfactory and will be required to take up a Supplementary Assessment Test in the same semester to be conducted by the Course Faculty. The student should score a minimum of 50% marks in the Supplementary test to be assessed as Satisfactory.

FINANCE CONCENTRATION

Focus Area: Capital Markets

P15BATE101	Investment Analysis*	L:T:P::1:2:0			3 credits	
Objectives	<ul style="list-style-type: none"> Introduce the concept of Investment, Products, Institutions, market mechanisms including regulations. Provide global perspective on the capital markets. Discuss the analytical techniques for investing. Illustrate through different models for valuing equity shares and bonds. 					
Contents	Topics			L	T	P
	An Overview of financial Markets: Capital Market – Brief on Primary and Secondary Markets. Stock Market Regulation – Overview of Securities Contract Regulation Act. SEBI – objectives, functions & roles.			3	0	0
	Global Stock Markets - Structure, working mechanism and Inter-linkages among US, UK, China and Japanese stock markets.			2	0	0
	Investments: Objectives - Types & Products.			1	0	0
	Fundamental Analysis: Economic Analysis: Variables, Tools and forecasting models. Industry analysis: Variables, Industry Life Cycles and Industry Analysis models (ILC, SWOT, Porter's Diamond Model) Company Analysis – Variables, tools and techniques.			2	5	0
	Technical Analysis: Dow Theory: Assumptions and Implications. Charts: Bar chart & Candlesticks. Chart Patterns: Reversal and Continuation patterns. Indicators: Simple and Weighted Moving Average, Exponential Moving Average, Rate of Change, Relative Strength Index, Stochastic Oscillators.			2	8	0
	Equity and Debt Instruments – Valuation models (problems) Short term & long term investments, Constant growth model, Two stage growth and Three stage growth models. Mutual funds-Net Asset Value calculation.			3	11	0
	Risk and Return analysis - (Problems) Anticipated and Expected return- Types of risk.			2	6	0
Total hours			15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> Identify the different investment opportunities available. (1.2) Make use of models to value equity shares and bonds. (1.3,2.1,2.2,2.3) Analyse the share prices using technical charts (1.4,2.1,2.2,2.3) 					
Text Book	Investment Management – V.K.Bhalla, S.Chand Publications.					

*Mandatory Courses

Focus Area: Capital Markets

P15BATE102	Behavioural Finance	L:T:P::1: 1: 0			2 credits
Objectives	<ul style="list-style-type: none"> Introduce the basics of Behavioural Finance. Analyse the market anomalies and bubbles. 				
Content	Topics	L	T	P	
	Behavioural Finance Introduction, assumptions, Investment Decision Cycle. Causes of Behaviour difference, Biases in decision making.	3	3	0	
	Evolution of Behavioural Finance Evolution, Assumptions and Building blocks.	4	0	0	
	Financial Market Anomalies, Market Bubbles Anomalies and bubbles-Indian and International Context. Causes and Types of Anomalies and Market Bubbles.	4	7	0	
	Theories of Behavioural Finance (meaning, assumptions, implications only) Egocentricity, Human Behavioural theories, Heuristics, Biases, Prospect theory. Investing Styles and Behavioural Finance.	4	5	0	
	Total hours	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Discuss the behavioural science behind the investor behaviour (1.1) Explain the framework of market anomalies and bubbles. (1.2, 2.1, 2.2) 				
Text Book	Behavioural Finance –Sulphey M.M, PHI Learning, 2014 edition.				

Focus Area: Capital Markets

P15BATE103	Portfolio Management	L:T:P::1:2:0	3 Credits		
Objectives	<ul style="list-style-type: none"> Discuss the theories of portfolio management. Enabling Construction, Evaluation and Revision of financial portfolios. 				
Content	Topics		L	T	P
	Portfolio Management – Introduction Objectives of Portfolio Management. Process of Traditional and Modern Portfolio Management-Benefits of diversification. Approaches in Portfolio Construction.		2	0	0
	Asset Pricing Theories Efficient Market Hypothesis (Meaning, Assumptions and Implications),		2	0	0
	Asset Pricing Theories Capital Asset Pricing Model (Meaning, Assumptions and Implications) (Problems) and Arbitrage Pricing Theory (Meaning, Assumptions and Implications).		2	5	0
	Portfolio Construction (problems) Markowitz Model with two security portfolios Simple diversification. Markowitz Model. Risk & Return with different correlation. Markowitz efficient frontier.		2	8	0
	Portfolio Construction (problems) Sharpe's Single Index model. Corner portfolio. Sharpe's Optimal portfolio. Construction of the Optimal portfolio.		2	8	0
	Portfolio Evaluation Techniques Sharpe's Performance Index, (Problems). Treyner's Performance Index, (Problems). Jensen's Performance Index. (Problems).		2	9	0
	Portfolio Revision – Formula Plans Asset Allocation strategies –Passive and Active Management, Formula Plans-Assumptions of the Formula Plan. Variable Ratio Plan - Revision and the Cost.		3	0	0
	Total hours		15	30	0
	Learning Outcomes	<ul style="list-style-type: none"> Outline different capital market theories. (1.1) Construct portfolios with two securities. (1.3, 2.1, 2.2, 2.3) Make use of tools to evaluate portfolio performance. (1.3, 2.1, 2.2, 2.3) 			
Text Book	<ul style="list-style-type: none"> Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Publications. 				

Focus Area: Capital Markets

P15BATE104	Private Equity and Venture Capital	L:T:P::1: 1: 0			2 credits
Objectives	<ul style="list-style-type: none"> • Spell out the national and international scenario of venture capital financing. • List out the process and stages of venture capital and Private equity. • Emphasize the role and importance of PE and VC in the startups. 				
Contents	Topics	L	T	P	
	Evolution of Private equity and Venture Capital- terms and concepts-Angel Investors. Importance and challenges.	4	0	0	
	Structure – Stages in financing. Investors – Investment Process.	3	5	0	
	Regulatory framework – SEBI guidelines-Investor protection.	3	5	0	
	Private equity and Venture capital in India and China- recent trends. Related Case studies.	5	5	0	
	Total hours	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Outline the importance of Venture Capital Financing - (1.1) • Interpret the regulations given by SEBI – (1.2) • Compare different sources and stages of financing – (1.1) • Interpret (Understand) the recent trends of venture capital and private equity in India and China (1.2,1.3,2.1,2.2) 				
Text Book	Private equity and Venture capital, Anup Malhotra, Global Vision Publication, 2010				

Focus Area: Capital Markets

P15BATE105	Real-time Online Share Trading Strategies (ROSTS)	L:T:P::0:1:1			2 credits
Objectives	<ul style="list-style-type: none"> • Demonstrate the process of trading in equity shares through online mode. • Analyse and manage financial portfolios. • Bring awareness about the National & Global news and its impact on stock market behaviour. 				
Contents	Topics	L	T	P	
	Pre-requisites to invest in equity markets. Opening of Demat account. Opening of Trading Account. Trading with web-based account.	0	0	3	
	Read, interpret and update economic, industry and business news and relate them to the stock market behaviour.	0	0	3	
	Market Dynamics Placing Orders - Modification of orders - Alteration of orders - Order cancellation - Marking to market - Margin mechanism - Trading Cycle - Pay in / Pay out - Delivery in / Delivery out.	0	5	5	
	Trading Strategies Spot trading - Derivatives trading - Trading Do's & Don'ts - Risk Management in trading. Introduction to Algorithmic Trading. Investment Strategies Fundamental Analysis-based strategies.	0	5	9	
Total hours		0	10	20	
Learning Outcomes	<ul style="list-style-type: none"> • Develop as a full-fledged investor in Indian equity market. (1.1) • Analyze the stock market news, Construct and Manage Portfolios. (1.2, 1.3, 1.4) • Apply investment theories and trading rules for real-time investment decision-making. (2.3) 				
Text Book	Practical Investment Management – Robert A. Strong – Thomson South-Western Learning, Ed 2004.				

Focus Area: Banking and Finance

P15BATE106	Commercial Banking*	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Introduce the concept of microfinance and its varied products. Overview on types of Institutions and methodologies adopted by them in offering microfinance products. Highlight the Social and credit rating used by donors & investors. Outline the types of risk and mitigation strategies. Summarise the emerging issues linked in Indian social banking. 				
Contents	Topics	L	T	P	
	Money - Banks and bankers.	1	0	0	
	Commercial banking - Overview – Functions- commercial banking in India- banking in modern era, Small Banks, Payment Banks - Customer relationship. Retail banking- Type of consumer loans- evaluation- credit analysis-credit scoring and consumer credit regulations.	4	2	0	
	Deposit products in India and abroad – types of bank deposits, computation of interest on deposits- composition of bank deposits.	3	1	0	
	Loan Pricing – objectives, methodology, pricing models, priority sector lending.	4	2	0	
	Asset Liability Management in Banks, Reading and interpreting bank Balance Sheet – BASEL CAR Norms, CIBIL.	3	5	0	
	Fee based services – L/C, Bank guarantees, subsidiary services, modern banking services- Challenges and prospects for modern banking.	4	2	0	
	Corporate banking – nature - development in corporate banking- Consortium finance.	4	0	0	
	General appraisal criteria – Characteristics of credit- credit appraisal and analysis- principles of lending. Credit assessment- Fund & Non fund based limits. Credit disbursal & monitoring – NPA Assessment & provisioning- Recovery procedures.	7	3	0	
	Total hours	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the basics of commercial banking operations (1.1) Evaluate Consumer loans w.r.t Interest, Maturity and Amount Financed (1.2) Analyse and interpret the bank's Assets & Liabilities, Income and Expenditure to manage liquidity. (1.3,2.1,2.2,2.3) Classify the fund and non-fund limits for working capital (1.1) Infer the loan pricing methods. (1.3) 				
Text Book	Commercial banking – ICFAI university press- 2006.				

*Mandatory courses

Focus Area: Banking and Finance

P15BATE107	Merchant Banking & Issue Management	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Enhance the learning on the role and importance of Merchant banking services in Issue Management. Overview about legal and regulatory framework guiding these services in present scenario. Introduce real time Issues pricing mechanism. 				
Content	Topics	L	T	P	
	Merchant banking – Overview – Functions of merchant banking – regulatory framework- SEBI regulations - registration of merchant bankers – general obligations- procedure for inspection – procedure for action in case of default – code of conduct for MB.	4	0	0	
	Issue Management: Functions, Types of Issues - Mechanism- Issue manager – Role of Issue manager- Activities involved in public issue management.	6	1	0	
	Prospectus – Types of prospectus - Contents- Intermediaries in Issue Management, Custodians, Merchant Bankers, Issue Managers, Rating Agencies, Depositories.	6	1	0	
	Marketing of new issues- Process- Methods of marketing securities –Public issue proposal- factors; e – IPO. IPO Process & Underwriting – Underwriter- functions of underwriter- Types of Underwriting and underwriting agreement - Mechanisms- Agencies- Importance and kinds of underwriting Services, SEBI guidelines on Underwriting. Green Shoe options; Pricing of Issue, Book-building, Road-show.	8	12	0	
	Post issue activities- Share allotment – Listing in stock exchanges.	3	1	0	
	Role of FIIs, FPIs, MFs and Investment Bankers.	3	0	0	
	Total hours	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the Issue Management Process (1.1, 1.3) Interpret real time pricing of Public Offers (1.3, 2.1, 2.2) Outline the roles and functions of intermediaries and regulatory bodies in Issue Management (1.1) Summarise other roles of MBs (1.1) 				
Text Book	Merchant Banking & Financial Services- Dr.S.Gurusamy – 4 th edition- TMH.				

Focus Area: Banking and Finance

P15BATE108	Management of Financial Services	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Overview of financial Services, markets and instruments and regulatory framework. Discuss in detail various financial service products. 				
Contents	Topics	L	T	P	
	Financial Services Management – Functions, Introduction to financial markets, Short Term & Long Term Financial Instruments. Regulatory framework for financial services.	3	0	0	
	Fund based functions: Hire Purchase and leasing - types, Differences. Bills Discounting - Types and Process. Factoring, types (Problems) and Forfeiting. Venture Capital- Stages of financing – Analyzing Venture capital and investment nurturing - Styles, Exit mechanism. Real estate financing – Models – Housing finance institutions in India- Type of loans offered- Real Estate Investment Trusts (REITs).	7	3	0	
	Underwriting – types and benefits, Variants. Mutual Funds- types of mutual funds, Managing Mutual funds in India, AMC- SEBI requirements, Functions and Working. Money Market Mutual Funds (MMMF) – features. Portfolio management services – functions of portfolio manager - SEBI requirements.	5	4	0	
	Fee based functions : Mergers, Acquisitions and take overs - types of M& A – Regulations in India - Case studies.	6	4	0	
	Asset Securitization – features - need – mechanism-Special Purpose Vehicle (SPV) for disposal of bad assets. Loan syndication – types, Services – syndication of working capital loans. Credit rating – Agencies, grades.	5	3	0	
	Microfinance – need and scope of microfinance - features- Approaches. Bancassurance. Pension funds – types, functions, benefits and risks- National Pension Scheme.	4	1	0	
	Total hours	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Outline the various financial service products (1.1) Explain the credit rating and Portfolio Management Services (1.1) Summarise the process of securitisation, factoring and forfeiting and other financial services. (1.1) 				
Text Book	Financial Services- Dr. S. Gurusamy, Second Edition. Mc.Graw Hill 2010.				

Focus Area: Banking and Finance

P15BATE109	Indian Financial System, Institutions and Markets	L:T:P::1: 0 : 0	1 credit		
Objectives	<ul style="list-style-type: none"> • Provide the overview of the Indian Financial System. • Study the functions and regulatory framework relating to security markets and financial intermediaries. • Introduce various financial instruments – Domestic and Foreign. 				
Contents	Topics	L	T	P	
	Indian Financial System - An overview –organisational structure. Financial Markets - functions, organisation and regulatory framework- overview of International Financial system.	3	0	0	
	Listing regulations – delisting – listing agreement. Primary Market - intermediaries- activities-procedures.	4	0	0	
	Secondary Market – organisation- activities- stock exchanges-Financial intermediaries – Insider Trading. Overview of commercial banks, Industrial finance, NBFCs – Mutual Funds.	4	0	0	
	Capital market instruments – shares-debentures-bonds. Foreign capital – Sources – Long term and Short term - FDI –FPI.	4	0	0	
	Total hours	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the working of Indian Financial System and Intermediaries. (1.1) • Compare Primary and Secondary markets. (1.1) • Identify and make use of capital market instruments (1.3) 				
Text Book	Indian Financial System – M,Y. Khan, TMH, Ed 4.				

Focus Area: Banking and Finance

P15BATE110	Credit Rating	L:T:P::1: 0: 0			1 credit
Objectives	<ul style="list-style-type: none"> List the basics of credit rating. Introduce the role of credit rating agencies. Illustrate credit rating methodology for corporate and financial instruments. 				
Contents	Topics	L	T	P	
	Credit Rating – Introduction, need, Importance, Benefits, credit rating and Investors, credit rating and the issuer, credit rating and Intermediaries, regulatory bodies, Credit rating in India. Agencies – S&P, CRISIL Ltd, ICRA Ltd, CARE Ltd, Fitch India Ltd.	4	0	0	
	Credit Rating Process – Global Experiences – Indian Scenario- Rating methodology.	3	0	0	
	Credit rated Instruments and Symbols , Long term, medium term, short term instruments, rating of chit funds, Bond fund ratings, Bank loan ratings, and financial strength ratings.	4	0	0	
	Post rating performance of companies , Methodology and techniques, Post-rating analysis of companies, Interpretation of post rating findings.	4	0	0	
	Total hours	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the credit rating process and Methodologies (1.1) List the credit rating symbols (1.1) Outline the role credit rating agencies (1.1) 				
Text Book	Credit Rating in India: Institutions, Methods and Evaluation – Mamta Arora - New century publications, 2003.				

Focus Area: Banking and Finance

P15BATE111	Micro Finance	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> • Introduce the concept of microfinance and its varied products. • Overview on types of Institutions and methodologies adopted by them in offering microfinance products. • Highlight the Social and credit rating used by donors & investors. • Outline the types of risk and mitigation strategies. • Summarise the emerging issues linked in Indian social banking. 				
Contents	Topics	L	T	P	
	Micro Finance- Need-Supply - intermediation and Regulation of Microfinance- recent trends in India.	4	0	0	
	Microfinance credit lending Models.	3	1	0	
	Risks involved in Lending – strategies for risk minimisation.	3	1	0	
	Marketing MFIs –Market research, Environment, segmentation, tackling Competition, Customer retention and outreach – recent strategies in outreach.	4	1	0	
	Product development in MFI.	2	0	0	
	Social, credit rating and impact assessment –GIRAFE. PEARLS and CAMEL – M-CRIL- credit rating of MFIS by M-CRIL.	5	1	0	
	Social and economic impact of Microfinance.	2	1	0	
	Revenue Models of Microfinance: Profitability, Efficiency and Productivity.	4	1	0	
	Microfinance and disaster – Pre disaster, during and post disaster management.	3	1	0	
	Case Studies	0	8	0	
	Total hours	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Compare the different credit lending models of Microfinance (1.2) • Identify the marketing strategies adopted by MFIs through real time cases (1.2,2.1,2.2,2.3) • Relate different types of risks faced by MFIs in current context (1.2) 				
Text Book	Understanding Microfinance – Debadutta K. Panda, Wiley -2009				

Focus Area: Banking and Finance

P15BATE112	Insurance and Risk Management	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> Introduce the basic principles of insurance. Discuss the various risks covered by insurance. Overview on legal and regulatory framework of insurance industry. Discuss various aspects of life and non-life insurance. 				
Content	Topics	L	T	P	
	Risk Insurance and risk management – concepts of Risks - Risk Management tools – process - Insurance Device – Principles of Insurance - Risk management applications.	3	0	0	
	Private insurance industry - classification – marketing strategy –cooperation and competition.	3	0	0	
	Regulation of the insurance industry – Government Regulation – legal framework – IRDA.	4	0	0	
	Life Insurance – managing personal risks – types of Life insurance - Life Insurance Contract- ULIP.	4	4	0	
	Health insurance- Disability income insurance –Medi claim – social insurance programs.	5	4	0	
	Property and Liability insurance –Homeowners policy- commercial property and liability- Industrial Risks & Insurance - Project Risks & Insurance.	5	4	0	
	Non- Life Insurance - Fire, Marine and Motor insurance - Insurance in the Future - Case study.	6	3	0	
	Total hours	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Recall the basic principles and regulations relating to insurance (1.1) Classify different types of risks and decide appropriate Insurance coverage. (1.2) Compare and explain the different life and non-life insurance policies. (1.1, 2.1,2.2,2.3) 				
Text Book	Fundamentals of Risk and Insurance – Wiley Publications- 9 th edition – Emmett. J.Vaughan & Therese Vaughan.				

Focus Area: Project Finance

P15BATE113	Project Planning and Financial Appraisal	L:T:P::1:2:0	3 credits		
Objectives	<ul style="list-style-type: none"> • Overview of project planning. • Introduce project selection and appraisal techniques. • Discuss the varied sources and stages of financing projects. • Outline the Post completion analysis. 				
Contents	Topics	L	T	P	
	Planning - Strategy and resource allocation, Concept of strategy, Grand Strategies, Business Level strategies. Generation and screening of project ideas, Generation of Ideas, Tools for identifying investment opportunities, scouting for project ideas, preliminary screening, Project rating index.	3	2	0	
	Analysis – Market and Demand analysis, Situational Analysis and specification of objectives, Conduct of market survey. Technical analysis – Manufacturing process / technology, Product mix, Environmental aspects, Project layouts and charts. Project estimates and Projections- cost of project, means of finance, estimates of sales and production, working capital requirements and its financing, profitability projections, projected cash flow statement and Balance sheet. (Problems and Case studies) Risk Assessment and Risk Management – Identify potential risks in the Project, Risk Mitigation Plan, and Net Risk Value. (Theory only)	4	12	0	
	Selection - Techniques – Cost of capital, weighted average and marginal cost of capital, (problems) misconceptions surrounding cost of capital. Investment criteria, discounting and non-discounting cash flow techniques, Benefit cost ratio.(Problems)	4	12	0	
	Financing – Financing of projects, means of financing, internal accruals and sources, working capital advances, miscellaneous sources. Overview of Venture Capital and Private Equity, raising venture capital, raising venture capital in international markets, Venture capital industry in India, regulation of venture capital industry in India-Financial closure.	2	4	0	
	Implementation and Review , forms of project organisation. Project control, control of In-progress projects post completion analysis, Abandonment analysis, and Agency problem.	2	0	0	
	Total hours	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • List the different stages of Project Management. (1.1) • Evaluate and select the most financially viable project (1.3,2.1,2.2,2.3) • Choose appropriate funding for the project (1.1,2.3) 				
Text Book	Projects- Prasanna Chandra-TMH-6 th edition.				

Focus Area: Project Finance

P15BATE114	Corporate Valuation and Restructuring	L:T:P::1:2:0			3 credits
Objectives	<ul style="list-style-type: none"> • Introduce corporate valuation and value creation. • Discuss various valuation approaches. • Develop effective capital structure • Valuation of Mergers and Acquisitions proposals 				
Contents	Topics	L	T	P	
	Corporate Valuation – An overview –approaches-features.	1	0	0	
	DCF Models- Cost of Capital- Relative valuation and Non DCF model approaches - Problems	2	4	0	
	Value creation – corporate objective – performance measurement and analysis.	2	4	0	
	Strategy and business model – diversification – business level strategies.	2	0	0	
	Capital allocation – business strategy and capital budgeting – investment timing strategy – management of capital projects.	2	1	0	
	Strategic financing decisions – tools for developing effective capital structure- dividend policy – real world imperfections.	2	1	0	
	Mergers, Acquisitions and Restructuring – value creation – Divestitures – Problems & Case studies	4	20	0	
	Total hours	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the concepts behind corporate valuation and value creation (1.1) • Determine the corporate valuation by adopting different valuation approaches (1.3 & 2.3) • Make use of tools for developing an effective capital structure (1.3 & 2.3) • Assess value creation thorough Mergers & Acquisitions (1.3 & 2.1,2.2,2.3) 				
Text Book	Corporate Valuation and Value Creation – Prasanna Chandra, TATA MC Graw Hill, 2011.				

Focus Area: FOREX

P15BATE115	International Finance*	L:T:P::2:1:0			3 credits		
Objectives	<ul style="list-style-type: none"> Introduce Foreign exchange (FOREX) market concepts and evolution of monetary systems and Mechanisms of International trade and settlements Discuss various theoretical models for determining exchange rates. Overview on BoP and its impact on FOREX rates. Explain various simple FOREX derivatives and hedging strategies. Explore the sources of long term International finance. 						
Contents	Topics				L	T	P
	Introduction to International finance - Foreign exchange market structure and operations, Determination of Foreign Exchange rate (including problems), Foreign Exchange Management Act (FEMA), Overview of Foreign Trade Policy of India. International Monetary System, Gold standard, gold exchange standard, The Bretton woods system, Exchange rate regimes, Exchange rate policy and monetary policy, International liquidity and International reserves.				3	7	0
	Theories - International Parity, Exchange rate determination, The BoP theory, PPP theory, real effective exchange rate, forward rate parity, the Fischer effect, the international Fischer relation, interrelationship of parity conditions.				4	0	0
	Balance of Payment (BoP) - Functions and Principles - its impact on Exchange rates and Money supply - India's BoP.				3	0	0
	International trade- theories, theory of absolute advantage, comparative advantage, Heckscher Ohlin Theory, National Competitive advantage theory. WTO – Trends in world trade, India's International trade.				3	0	0
	International trade finance – INCO terms- documents used in international trade- Role of EXIM bank and ECGC in international trade.				3	0	0
	Multi-lateral financial institutions – World Bank, IMF, ADB, IBRD, IFC, New Development Bank.				3	0	0
	Foreign Exchange Exposure and Risk Management. Hedging - Overview - techniques – Forwards, Futures, Options & Swaps (simple problems in pricing the instruments).				7	8	0
	Foreign Investments- Sources- Long and short term inflows – ADR, GDR, ECB, IDR.				4	0	0
	Total hours				30	15	0
Learning Outcomes	<ul style="list-style-type: none"> Explain the basic concepts behind Forex market Operations (1.1) Solve simple Forex related problems in spot & forward transactions (1.3, 2.3) Explain the various settlement mechanisms in international trade (1.2) Apply alternative basic derivative instruments to hedge Forex risk. (1.3, 2.3) Summarise the functions of International financial Institutions. (1.1) 						
Text Book	International financial management - Thummuluri Siddaih- Pearson-2010 first edition.						

*Mandatory Courses

Focus Area: FOREX

P15BATE116	Currency Derivatives	L:T:P::1:1:0			2 credits
Objectives	<ul style="list-style-type: none"> Explain currency derivative instruments. Construct simple derivative instruments. 				
Contents	Topics	L	T	P	
	Introduction- Derivative trading and Market settlement in India- SEBI Regulations.	3	0	0	
	Currency Forward Contracts - currency Future contracts – margin-Arbitrage Process (Problems) – Different types of traders and trading operations- Comparison between forwards and futures- difference between spot rate and future prices – Interest rate futures - Interbank Forward dealing.	4	5	0	
	Currency Options – forms – Option valuation models, Black and Scholes model and trading strategies.(Problems).	4	5	0	
	Financial Swaps – Types of swap structure – Application of Swaps (Problems) - Interest rate swaps.	4	5	0	
	Total hours	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Relate options and futures market to manage forex risk (1.1) Solve simple problems relating to derivatives (1.3, 2.3) 				
Text Book	International financial management - Thummuluri Siddaih- Pearson-2010 first edition.				

Focus Area: General Finance

P15BATE117	Management Control Systems	L:T:P::1: 1 : 0	2 credits		
Objectives	1. Overview about management control system and process in an organisation. 2. Introduce the types of Responsibility Centres. 3. Discuss transfer pricing mechanism and Performance Measurement Systems.				
Content	Topics	L	T	P	
	Nature of Management Control System - Management Control Environment - Strategies -Behaviour in Organisations.	3	2	0	
	Responsibility Centers – Revenue and expense centres - R&D center – marketing center- Profit center – Considerations – Business Units as profit centres – Measuring Profitability.	4	3	0	
	Transfer Pricing - Objectives and Methods – pricing corporate services -. Management Control Process – Strategic Planning –Budget Preparations.	4	5	0	
	Performance Measurement – Systems – Interactive Control -Internal Control System - Motorola and SOX.	4	5	0	
	Total hours	15	15	0	
Learning Outcomes	1. Recall the concepts and process of Management Control Systems. (1.1) 2. Summarize the mechanism of responsibility and profit centres (1.1) 3. Apply the Management Control Systems in Strategic Planning and Performance Measurement (1.3) 4. Outline the various internal control process that need to exists in an organisation and levels of control maturity. (1.2)				
Text Book	Management Control Systems – Robert N Anthony & Vijay Govindarajan- TMH- eleventh edition.				

Focus Area: General Finance

P15BATE118	Taxation	L:T:P::1:0: 0	1 credit		
Objectives	<ul style="list-style-type: none"> Introduce the basics of taxation. Discuss various provisions related to different heads under direct and indirect taxation. 				
Content	Topics	L	T	P	
	Basics of taxation - Principles and cannons - Differences of Direct tax and Indirect tax – status- tax planning – exempted incomes – filing of returns.	4	0	0	
	Direct taxation - Overview Income from Salaries, house property, business and profession - Income from capital gains and income from other sources – basic provisions and exemption.	5	0	0	
	Indirect taxation - Basics of TNGST – CST, Service tax, Cess, VAT – Excise Duty, Customs Duty – Principles- provisions- exemptions- Regulations – Future Trends in Taxation - GST.	6	0	0	
	Total hours	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the basics of taxation (1.1) Distinguish between direct and indirect taxation (1.1) Outline the various provisions & exemptions under different heads of income.(1.3, 2.3) 				
Text Book	Income Tax Law and Practice; Year 2015 – VP Gaur, Kalyani Publishers.				

Focus Area: General Finance

P15BATE119	Financial Modelling through Spreadsheet	L:T:P::0:1: 1			2 credits
Objectives	<ul style="list-style-type: none"> Provide MS excel working knowledge for financial decision making. 				
Contents	Topics	L	T	P	
	Introduction to Financial Modelling.	0	0	2	
	MS Excel – Overview of the spreadsheet environment.	0	0	2	
	Lookup & Reference Functions - Vlookup, Hlookup.	0	0	2	
	Financial Functions -TVM and Capital Budgeting: PMT, IPMT, PV, FV, DISC, NPV, IRR.	0	0	2	
	Bond Valuation- YIELD, YIELDDISC, YIELDMAT.	0	3	2	
	Financial Statement Forecasting -Modelling Income Statement and Balance Sheet.	0	0	4	
	Analysis of Financial Models - Sensitivity analysis, Contribution Margin Analysis.	0	4	4	
	Financial Ratio Analysis - Liquidity ratios, Solvency ratios, Activity Ratios, Profitability ratios (general and investor).	0	3	2	
	Total hours	0	10	20	
Learning Outcomes	<ul style="list-style-type: none"> Explain the use of various financial functions in MS excel. (1.1) Apply MS Excel tool for Accounting and Finance decisions (2.1, 2.3) 				
Text Book	Building financial models with Microsoft Excel, K.Scott Proctor, Wiley Finance, 2 nd Edition, 2010.				

MARKETING CONCENTRATION

Focus area 1: Consumer Behaviour

P15BATE201	Consumer Behaviour*	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> • Introduce the basic concepts in consumer Behavior • Familiarize the consumer behavior theories and models in both National and Global context • Deliberate the uses of consumers' behavior in designing marketing strategies to enhance the marketing programs 				
Contents	Topics	L	T	P	
	Customer Profiling : - Application of Consumer behaviour in Motivation, Personality, Perception, Learning, Attitude. Perception -(Indian Ads, Product/Brand positioning and repositioning, using perceptual mapping) Learning -(Motivation, Cues, response, reinforcement as elements of learning), recognition and recall measures, Theories -Classical conditioning, instrumental conditioning, modelling or observational learning. Attitude (Tri-component Attitude Model, Multi attribute Attitude model, Theory of trying-to-consume model, Attitude-toward-the-Ad models).	8	5	-	
	External Influences on Consumer Behavior - changing society - values, demographics, social stratas, sub-cultures, families & households, influence of groups	5	2	-	
	Consumer Decision Process & Models -Levels of consumer Decision making, Four view of consumer decision making, Model of consumer decision making - Category based decision making(Durables and non-durables), Nicosia model, Howard Sheth, Engel Blackwell & Miniard model	6	3	-	
	Cross cultural consumer behaviour : National and Global Perspective-Cross culture consumer analysis, Global Vs Local Customers, Developing Multinational marketing strategies.	5	2	-	
	Introduction to Consumer Neuro Marketing	1	1	-	
	Ethical Consumerism -Exploitive Targeting, Manipulating Consumers.	3	2	-	
	Consumer Protection law – Definition, Consumer Protection Councils, Consumer Disputes, Redressal Agencies,	2	-	-	
	Total hours	30	15	-	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the rationale behind behaviour of consumers across geographies (1.2) • Analyze various perspectives of consumer behavior to design marketing strategies.(1.3,2.3) • Exhibit analytical skills to address marketing challenges through consumer research (2.1,1.4,2.2,2.3) 				
Text Book	Leon G. Schiff man, Joseph L. Wisenblit, "Consumer Behaviour", Prentice Hall ,2013				

*Mandatory Courses

Focus area 2 Sales

P15BATE202	Sales Management*	L:T:P::2:0:1			3 credits
Objectives	<ul style="list-style-type: none"> Explain the basic concepts of Sales Management. Describe the role of a Sales Manager in an organization Apply practical aspects of managing and controlling a sales team in an organisation 				
Content	Topics	L	T	P	
	Sales Management: Interface between Sales Management, Personal Selling and Salesmanship - Sales Process- Determining sales related marketing policies	3	--	--	
	Sales organization: Structure, Functions and responsibilities of a Sales Manager - Sales Department interface with Marketing. Sales - Distribution – Network relations	4	--	3	
	Effective Selling skills and strategies: Profiling of an Effective sales executive- Prospecting, Sales presentation- Tools for personal selling: Elevator pitch – Objection handling.	4	--	10	
	Sales Force Management: Recruitment, Selection, Compensation, Motivation & Performance appraisal.	4	--	--	
	Sales Force Development: Sales Training – Selling skills and strategies, Sales Meeting and sales contests - Sales force automation	4	--	5	
	Sales Force Control systems: Sales forecasting, Sales Budget, Quotas, Setting sales territories - Sales analysis and audit, Sales records and reporting systems - Ethics in selling – Code of Ethics. Elements of a sales contract. Sale of Goods Act.	4	--	4	
Total hours	23	0	22		
Learning Outcomes	<ul style="list-style-type: none"> Relate conceptual and applied knowledge in the area of Sales management (1.1) Plan sales process, Practice Selling skills and show ethical behaviour (1.3,2.2,2.3,3.1) Analyse the various facets of sales force control system (1.3,1.4,2.3) 				
Text Book	<ul style="list-style-type: none"> Richard R Still, Cundiff W Edward, Govoni A P Norman - Sales Management: Decision Strategy and Cases, Pearson, 5th edition 				

*Mandatory Courses

Focus area 2 Sales

P15BATE203	Negotiation Skills	L:T:P 0:1:0			1 credit
Objectives	<ul style="list-style-type: none"> Introduce the concepts of negotiation. Relate people's backgrounds, expectations, perspectives, values, and ethical standards in negotiations. 				
Content	Topics	L	T	P	
	Introduction to Negotiation - Definition and Scope Style and Approach of Negotiations, Characteristics of Negotiation, Assumptions in Negotiation, Types of Negotiation. communication skills for negotiation	--	5	--	
	Negotiating process - Steps in Negotiation, Negotiation Process Non-linear Negotiating Process, application of Game Theory, Barriers in Agreement, Closing Stage of Negotiation, Perception, Cognition and Emotion, Irrational Escalation of Commitment, Anchoring and Adjustment, Emotions in Negotiation-Positive and Negative, Communication, Section of a Communication Channel, Role of Influencing Style in Negotiation Best Practices in Negotiations, - Simulation games	--	7	---	
	Cross-cultural Negotiation- Introduction, Cross-cultural Dimensions in Negotiations, Cross-cultural Factors Affecting Negotiation ,Understanding Culture, Negotiating Globally	---	3	--	
	Ethics in Negotiations , Legal aspects of negation				
	Total hours	--	15	--	
Learning Outcomes	<ul style="list-style-type: none"> Outline the basic principles of Negotiation process(1.1) Analyse, prepare for, and execute negotiations. (1.3,2.3,3.1) Show strengths as a negotiator.(2.1,2.3) 				
Text Book	B. D. Singh ,Negotiation & Counseling: Text and Cases, Excel Books,2010				

Focus area 3 : Logistics

P15BATE204	Export Management	L:T:P::1:1:1	3 credits			
Objectives	<ul style="list-style-type: none"> Outline the key contents, concepts, functions and processes of EXIM management. Explain about international trade environment and regulations. Identify market opportunities for exporting products and services. Familiarize with EXIM process and documentation procedures . 					
Content	Topics			L	T	P
	International trade environment and Commercial Geography. Overview of policies and framework of Indian export and imports. Mechanics of Protection – Balance of trade and payments.– Grouping of countries – Relative advantages and limitations. National and International institutions of trade and development.			2	2	2
	Preparation for Export Marketing and Management. Export Marketing Organizations: Registration Formalities – IEC – RCMC – Export Licensing – Selection of Export Product and markets – Marketing research for exports. Appraisal of Business and country risks - Management and coverage. ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification			2	2	2
	Export Finance: Basic concepts of foreign exchange – Methods of and instruments of payments and pricing - INCO terms – Letter of credit – Avenues for export finance – Export incentive schemes			2	2	4
	Aligned Documentation System: Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate’s Receipt – Bill of Lading – GR Form — Types of Marine Insurance Policies. Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.			2	2	6
	Export-Import Procedure Steps in Export Procedure – Export Contract – Forward Cover –Excise Clearance – Pre-shipment Inspection – Methods.– Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds. Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Exchange Control Provisions for Imports			3	2	7
	Legal aspects: Overview on the Law relating to Bailment and Pledge, Sale Agreements and Contracts, Carriage and Freight rules, Customs duty and tariffs, Legal claims and settlements,			1	1	1
	Total hrs			12	11	22
Learning Outcomes	<ul style="list-style-type: none"> Relate the different activities of export and import management effectively (1.1) Outline and Illustrate various trade environments, international institutions and scenarios that govern export and import operations for an organization (1.1,1.3) Apply working knowledge in EXIM Documentation and Practices(1.3, 2.3) 					
Text Book	<ul style="list-style-type: none"> Justin Paul and Rajiv Aserkar – Export Import management, Oxford University Press, 2nd edition 					

Focus area 3: Logistics

P15BATE205	Marketing Channel Management	L:T:P:2:0:1	3 credits		
Objectives	<ul style="list-style-type: none"> Outline the basic concepts involved with channel decisions. Relate the practices involved with the development of channel structure and development. Determine what type of intermediaries can be used in a channel. Identify the strengths and weaknesses of various channel arrangements. 				
Content	Topics	L	T	P	
	Overview of Sales and Distribution in India: Concept and Format of distribution channels, Functions Challenges, Environmental and Behavioral processes in marketing channels	3	--	3	
	Mapping Channel Institutions: Distribution systems (wholesalers), Front end distribution (retailers), Moving goods (Logistics) Direct Marketing systems – selecting appropriate channel partners	4	--	3	
	Scope of Channel Design Analysis: Channel interface with Segmentation, Targeting and Positioning. Establishing new channels, refining existing channels – Identification of power sources and channel conflicts – Inventory decisions	4	--	7	
	Assessment of Channel Design: Segmenting target markets for market channel design through Service Outputs - Channel flows and efficiency analysis - Channel structure and membership issues- Cost of vertical integration operations – Vendor and Supplier relationships	4	--	6	
	Resolving channel conflicts: Balancing channel powers, Increasing channel coordination, Leveraging distribution intensity and vertical restraints, Strategic alliances in distribution, Managing legal constraints on market channel policies.	4	-	2	
	Modern perspectives of Marketing channels: Online channel systems(ecommerce & mcommerce), Franchisee marketing channels, marketing channels for services, Global marketing channels, Rural channels	4	--	1	
	Total hrs	23	0	22	
Learning Outcomes	<ul style="list-style-type: none"> Explain the basic concepts of channel management in the organizational context (1.1) Evaluate channel options and recommend effective channel strategies (1.3,2.1,2.2,2.3) Assess performance of channel in terms of cost and profitability(2.3,1.4) 				
Text Book	<ul style="list-style-type: none"> Erin Anderson, Louis W. Stern, Adel I El-Ansary, R. C. Natarajan, Anne Coughlan – Marketing Channels, Pearson India, 8th edition Dinesh Kumar - Marketing channels, Oxford University Press, 2012 				

Focus area 4 : Branding Media & Communications

P15BATE206	Integrated Marketing Communications	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Describe the components involved in Integrated Marketing communication Outline the media options and communication tools. Illustrate the planning, implementation, and evaluation process of IMC Communications. 				
Content	Topics	L	T	P	
	Introduction : Overview of IMC, Role of IMC in Marketing Process, IMC Mix	5	0	0	
	Advertising : Advertising management, Setting Objective, Advertising Budget, strategy, Implementation, Evaluating effectiveness of advertising ,Advertising agency organisation, compensation, Agency evaluation	5	3	0	
	sales promotion : sales promotion planning, strategy, Consumer & Trade promotion execution, Measurement & Evaluation, Personal selling : types, Strategies, roles & responsibilities, evaluation of selling	5	3	0	
	Online & Interactive communications : concepts, Planning, Objectives, strategies, Mobile & social Media Networks, Public relation : concepts, Planning, Measurement	5	3	0	
	Media strategies : Broadcast media, Print & Support media, Technology based marketing communications, Media planning & Analysis	5	3	0	
	Measuring IMC program Effectiveness : Measuring & Evaluating Advertising, sales promotion, Direct marketing, Public relation communications, Managing Cross cultural, Ethical and Legal issues	5	3	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> List various elements of IMC mix (2.3, 1.1) Identify appropriate media and evaluate performance of IMC program ([1.3,2.3) Discuss ethical and legal issues relating to IMC.(3.1) 				
Text Book	<ul style="list-style-type: none"> Chitty, Luck Barker, ValosShimp - Integrated Marketing Communications, Keith J. Tuckwel Integrated Marketing Communications, Strategic planning perspectives, fourth edition 				

Focus area 4 : Branding Media & Communications

P15BATE207	Brand Management	L:T:P::2:0:1	3 credits			
Objectives	<ol style="list-style-type: none"> 1. Familiarize the concepts and its applications in brand management. 2. Provide knowledge on assessing brand equity using the appropriate metrics. 3. Illustrate strategies and tactics involved in building successful brand 					
Content	Topics			L	T	P
	Brand & Brand equity : Brand & Role of Brands, Scope of Branding ; Brand equity – Definition, concept; Strategic Brand Management process; Role of Brand Manager : Budgeting& Planning			3	0	4
	Brand building: Sources of Brand equity, Customer based brand equity, brand positioning, choosing Brand elements to build brand equity, building brand equity through IMC and Secondary Brand Associations.			5	0	4
	Measuring Brand equity: Role of Brand equity in Marketing Metrics system, Brand equity models – Brand asset valuator, Brand Dynamics Pyramid, Brand resonance Pyramid, Brand Value chain.			5	0	4
	Growing & sustaining Brands: Branding strategies - Product Brand matrix, Brand hierarchies, New products & Brand extension, Advantages & Disadvantages of Brand extension, impact of brand extension on Brand equity, vertical brand extension, Evaluating brand extension opportunities ,Brand Reinforcement &Revitalization			5	0	5
	Global Branding : Rationale for Going International, Global Branding strategy, Challenges & opportunities for globalizing the Brand, Standardization versus Customization, Emerging versus Developed Markets, Building Global Customer-Based Brand Equity, Legal Issues in Branding – trade marks			5	0	5
	Total hrs			23	0	22
Learning Outcomes	<ul style="list-style-type: none"> • Summarize the concepts of Brand management from marketing perspective. (1.2, 1.3) • List the key variables in building the Brands for long-term success (1.3,2.3) • Discuss the health of the brand through the evaluation of Brand audit report (1.4,2.1, 2.2,2.3) 					
Text Book	Strategic Brand Management, Building, Measuring and Managing Brand equity, Kevin Lane Keller Marketing Management: A South Asian Perspective, Philip Kotler, Abraham Koshy, MithileswarJha, Kevin Lane Keller, 14th edition Pearson 2008					

Focus area 4 : Branding Media & Communications

P15BATE208	Social Media Marketing	L:T:P::1:0:1	2 credits			
Objectives	<ul style="list-style-type: none"> • Enable the students to use various social media platforms for marketing of products and services. • Illustrate how to design the social media content for marketing, brand-building and customer support. 					
Content	Topics			L	T	P
	Introduction to Social Media Marketing - Social media and marketing strategy Using social media for customer support, Building a brand online, Overview of all the important social media networking sites, Face book, Twitter, LinkedIn, YouTube, Pinterest Creating virality in social media. Influencers of social media and online channels. Cyber law related to social media.			2	0	3
	Understanding Face book and leveraging Face book for Marketing- Introduction to basic FB terminologies, Creating a powerful personal profile for business, Marketing applications of Face book, Fundamentals of creating and maintaining fan pages, Creating groups for marketing, Face book marketing checklist.			1	0	3
	Introduction to Twitter as a Marketing Tool- Setting up a Twitter profile, Fundamental of Twitter: Tweet, direct messages, replies and Trending topics, Managing your Twitter experience, Fundamentals of Tweet Deck, Managing multiple Twitter accounts, Tweet management, Twitter Grader, Twitter Counter, Tweet burner, Twitter marketing checklist, Tree induction techniques.			2	0	4
	Fundamentals of YouTube for Creating Compelling Online Presence - Fundamentals of video marketing, Creating a YouTube channel, Creating your own Internet TV channel for marketing.			2	0	3
	Leveraging Pinterest and Instagram for Marketing and Brand-building - Introduction to visual social marketing, Understanding image-based platforms: Pinterest and Instagram, Using info graphics, presentations and other visual tools Integrating images into Face book and Twitter			1	0	3
	Using LinkedIn for Marketing - LinkedIn for B2b marketing, creating a profile in LinkedIn Powerful corporate searches and connections Recommendations and testimonials.			1	0	2
	Understanding Content Marketing and Using Blogs to build and engage audience- Basics of inbound marketing, Webinars and tele-seminars, Podcasting basics Creating blogs and building a following White papers and info graphics Fundamentals of content curation			1	0	2
	Total hrs			10	0	20
	Learning Outcomes	<ul style="list-style-type: none"> • Relate the application of social media platforms in marketing decisions. (1.3) • Design content and context for social media applications (1.4,2.1) 				
Text Book	Liana Li Evans, Social Media Marketing :Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Press; Ed 2010					

Focus area 5 : Sectoral Marketing

P15BATE209	Retail Management	L:T:P - 1:1:1	3 credits		
Objectives	<ul style="list-style-type: none"> Outline the basic concepts of retail business and industry Provide insights on elements of retail strategic mix. Discuss the various components of retail operations management Deliberate on the government policies and Legal issues in retail 				
Content	Topics	L	T	P	
	Understanding Retailing: Retailer's Role, Relevance, Functions & Trends. Interface of Retailing with Distribution System.	1	0	0	
	Structure of Retailing: Organised Vs Unorganised Retailing – Types - Traditional Vs Modern Retailing, Retail Institutions by Ownership, Store based Retailing, Non-Store based Retailing, e- retailing	2	3	0	
	Choosing a Store Location : Trading-Area Analysis and Site Selection	1	2	3	
	Retail Operations: Operations Blue Print, Store format, size and space allocation.	2	2	3	
	Retail Marketing Mix- Brand Image and customer Loyalty, Retail Promotion Mix,, Customer Profiling & Services, retail store experience.	2	2	3	
	Financial Dimension – Profit planning - Retail Pricing - Asset Management, Profit Model Setting performance objectives, Performance Measures	2	0	0	
	HR in Retail -HR Planning, Classifying Jobs, Vendor Relationship policy, Training & Development	1	2	0	
	Merchandise Management – Merchandise Mix, Planning, Acquisition, Control, Handling, Category Management	2	2	3	
	IT in Retailing: Customer Tracking, Bar coding, PDA, RFID, GPS and GIS, Near Field Communication, Visual Stores.	1	0	3	
	Legal issues :Legal and Ethical Pricing Issues, Legal considerations for retail locations, Sale of Goods Act, Consumer Protection Act.	1	2	0	
Total hrs	11	11	23		
Learning Outcomes	<ul style="list-style-type: none"> Outline the basic concepts of retail business and industry (1.1) Demonstrate awareness and relationship between various components of retail strategy mix (1.2) Explain various retail operations, retail supply chain and key retail issues (1.3, 2.3) 				
Text Book	<ul style="list-style-type: none"> Michael Levy, Barton Weitz and Ajay Pandit, "Retailing Management", 8e, published by Tata Mc Graw-Hill, Edition2012 Barry Berman, Joel R.Evans, Mini Mathur, "Retail Management-A strategic Approach, published by Pearson Prentice Hall, 11th Edition,2013 Piyush Kumar Sinha & Dwarika Prasad Uniyal," Managing Retailing", published byOxford University Press, 2/e,2012 Chetan Bajaj, RajnishTuli, NidhiVarma Srivastava, "Retail Management", second edition, published by Oxford University Press, 2010. 				

Focus area 5 : Sectoral Marketing

P15BATE210	B2B Marketing	L:T:P - 2:1:0	3 credits				
Objectives	<ul style="list-style-type: none"> • Demonstrate the fundamental conceptual knowledge about the mechanisms of industrial marketing functions • Provide insights on the practical aspects and to identify key decision making variables in organisational buying process • Familiarize the 7 P s in the context of industrial Marketing, Relationship marketing and CRM. 						
Content	Topics				L	T	P
	Understanding B2B and B2C frameworks – Definition for Industrial Products, Aspects of Marketing and Industrial Marketing Management.				2	1	0
	Models on Industrial Buying Behavior - Organizational Buying Activities, Consumer Vs Industrial Buyer Behavior, Yoram's Wind Model, P.K.Ghosh's Model, Dr.Sheth's Model of Industrial Buying Behavior				4	2	0
	Industrial Market Segmentation - STP, Basis for Segmenting, concept of Degree of Centralization.				4	2	0
	Pricing of business products and services - Formulating Pricing Strategies, Miracles's Qualitative Classification Model, General Cost-center Approach, Standard Pricing Strategies, Sealed Bid Pricing, Hiring and Leasing Strategy.				4	2	0
	Role of personal selling: Promotion and the role of personal selling, personal selling and competition, Industrial sales force, new business development				4	2	0
	Distribution of Industrial Products and Services : Distribution Management, Types of Channel Flows, Distribution Strategy, Types of Intermediaries, Channel Selection, Channel Supervision, Good Marketing services from manufacturers, Lauterborn's 4 Cs				4	2	0
	Business CRM: Customer Satisfaction and CRM, Reasons for non-achievement of CRM, Customer Satisfaction Module, Customer Retention, Key Account Management(KAM) for vendor/customer management, Management of Accounts Receivables				4	2	0
	Legal and Ethical Issues in B2B- Competition Act, Law of Contracts, Law of Agency, Lobbying, Code of Ethics, Ethics in Advertising.				4	2	0
	Total hrs				30	15	0
Learning Outcomes	<ul style="list-style-type: none"> • Explain the underlying concepts in industrial marketing (1.1) • Organize Key Account Management (KAM). (1.3,2.3) • Explain the relationship between the Marketing environment and elements of B2B marketing.(1.2) 						
Text Book	<ul style="list-style-type: none"> • P.K.Gosh, "Industrial Marketing", 1e, published by Oxford University Press, 2005 • Joe Giglierano, Rob Vitale, " Business To Business Marketing", First Edition, published by Thompson Press, 2001. • Michael D. Hutt, Dr.Dheeraj Sharma, Thomas W. Speh, "B2B Marketing: A South-Asian Perspective", 11/e, published by Cengage Learning, 2012. 						

Focus area 5 : Sectoral Marketing

P15BATE211	Social Marketing	L:T:P:1:1:0			2 credit		
Objectives	<ul style="list-style-type: none"> Describe the scope & significance of social marketing Discuss various strategies used in marketing socially relevant projects 						
Content	Topics				L	T	P
	Understanding Social marketing : Concepts, Scope, importance, Strategic marketing Planning process				3	3	0
	Social Marketing environment : Role of research ,choosing social issues, situation analysis				3	3	0
	Selecting target customers –segmenting, evaluating, & selecting the target audience, Setting objectives & goals				3	3	0
	Developing social marketing strategies – Positioning, deciding on marketing mix strategies – Product, Price, Place& Promotion				3	3	0
	Managing social marketing programs – Evaluation, Establishing Budget, funding, implementation plan & Sustaining behavior				3	3	0
	Total hrs				15	15	0
Learning Outcomes	<ul style="list-style-type: none"> Explain the basics of social marketing.(1.1) Apply social marketing mix to develop business model. (1.2, 2.1,2.2, 2.3) Evaluate the effectiveness of social marketing programs (1.3, 2.3) 						
Text Book	Social Marketing: Influencing Behaviors for Good, Nancy R.Lee, Philip Kotler						

Focus area 6 : Marketing Decision Models

P15BATE212	Marketing Metrics And Analytics	L:T:P:2:1:0	3 credits			
Objectives	<ul style="list-style-type: none"> Introduce various applications of marketing Metrics and analytics Provide knowledge to apply data science for real –time marketing problems. Illustrate how to develop solutions with tools and techniques in marketing analytics. 					
Content	Topics			L	T	P
	Marketing Metrics Introduction to marketing metrics, linking marketing to financial consequences, Role and importance of marketing metrics in strategic marketing decisions.			2	-	-
	Share of heart, Share of mind and Share of market			4	-	-
	Customer Profitability: customer, recency, retention, customer life time value, prospect life time value, acquisition versus retention spending			6	-	-
	Product and Portfolio Management Trail, repeat, penetration, volume, CAGR, fair share draw, cannibalization rate, brand equity metrics, conjoint utilities: segmentation, customer preference and volume projection			6	-	-
	Advertising Media and Web Metrics : baseline sales, incremental, lifts, redemption, rebates, deal, pass through, waterfall, Impressions, GRP, OTS, CPM, reach, frequency, share of voice, click through rates, cost per impression, clicks, acquisitions, visitors and abandonment			6	-	-
	Marketing analytics: Advertising and Social Media analytics, Customer value analytics, conjoint analysis for product designing and segmentation			6	15	-
	Total hrs			30	15	0
Learning Outcomes	Analyze data using marketing metrics and analytics tools for marketing decision (1.1, 1.3, 1.4, 2.2,2.3)					
Text Book	1. Marketing Metrics: 50+ Metrics Every Executive Should Master, Wharton School Publishing, 2006, ISBN 0-13-187370-9					
Reference Books	1. Marketing Metrics: 103 Key Metrics Every Marketer Needs Philip Kotler, Ned Roberto John Wiley & Sons Inc December 2006, ISBN-10: 0470821329. 2. Managing Customers for Profit: Strategies to Increase Profits and Build Loyalty, 1/e, V. Kumar Pearson Education 2008, ISBN No. 9788131719800. 3. Other Reading materials of relevant articles from the international marketing journals 3. Marketing Analytics Data Driven Techniques with Micro soft Excel Wiley Winston, John Wiley & Sons, Inc.					

Focus area 6 : Marketing Decision Models

P15BATE213	Applied Marketing Research	L:T:P::1:2:0			3 credits
Objectives	<ul style="list-style-type: none"> Demonstrate the applications of marketing research as an aid for marketing decisions Illustrate the application of multivariate and forecasting tools in the field of marketing 				
Content	Topics	L	T	P	
	Planning the Data Analysis: Predictive Analysis Software Processing Packages, Coding, Variable Format, Record/case number, Missing Data, Hypothesis testing and probability values (p-values)	1	2	0	
	DATA ANALYSIS Simple Tabulation and Cross-tabulation: Computer Tabulation, Percentages, Tabulation for Ranking Type Questions, Calculating percentages in a cross-tabulation.	2	4	0	
	ANOVA and the Design of Experiments – Completely randomized Design in a one-way ANOVA, Randomized Block Design, Latin Square Design	02	4	0	
	Discriminant Analysis for Classification and Prediction –Application areas, Attribute based perceptual mapping using discriminant analysis.	02	4	0	
	Logistic Regression for Classification and Prediction – Application Areas, Methods, Numerical Example with PDA	02	4	0	
	Cluster Analysis for Market Segmentation- Application Areas, Methods, Stage 1 and 2 in Cluster Analysis	02	4	0	
	Multi-dimensional Scaling for Brand Positioning – Application Areas, Methods, Case Discussion, 3- Dimensional Solution	02	4	0	
	Conjoint Analysis for Product Design – Application Areas, Recommended Usage, Case Discussion, Running Conjoint as a Regression Model.	02	4	0	
	Total hrs	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> To design and execute a survey for applied marketing research (2.1, 2.2,2.3) Make use of appropriate data analysis techniques and interpret for marketing decisions (2.3,1.4) 				
Text Book	<ul style="list-style-type: none"> Rajendra Nargundkar, “ Marketing Research” published by Tata McGraw Hill, 2003, 2E 				

Focus area 7: Product & Services Marketing

P15BATE214	Services Marketing*	L:T:P: 1:1:1			3 credits
Objectives	<ul style="list-style-type: none"> Outline the concepts of services marketing across sectors. Familiarize a firm understanding of key challenges and issues associated with marketing in services environment. Provide knowledge on applying service quality models to real time issues across sectors. 				
Content	Topics	L	T	P	
	Concepts in services- Service product continuum, Characteristics, Classification, Service and technology	1	1	2	
	Service Marketing Mix& STP– 7Ps- Product, Price, Place, Promotion, People, Physical Evidence and Process. Bases of segmentation for services, Targeting strategies and positioning of services, Strategies for managing demand and supply in services	2	2	3	
	Service Quality and Service Productivity- The gaps model of service quality (The customer gap, The provider gap) Customer expectations in services- Types of expectations, zone of tolerance, factors influencing customer expectation of service Customer perception of service- satisfaction Vs service quality, service quality dimension, E-services quality Service Encounter- Moments of truth,t7ypes of service encounters, sources of pleasure and displeasure in service encounters SERVQUAL – An introduction to the tool	4	3	2	
	The Customer Experience (Consumer Behavior in Services)- customers in service co-creation and delivery, customer role in services, self service technologies, strategies for enhancing customer participation.	2	2	3	
	Service innovation – Types of service innovation, stages in service innovation and development Introduction to Service blueprinting	2	2	4	
	Emerging service sectors- IT &ITES, Eng and Consultancy service, Health care, Education, Tourism, Telecom	1	1	2	
	The role of emerging technology in customer service- Mobile based technologies, web based technologies ,CRM	1	1	4	
	Total hrs	13	12	20	
	Learning Outcomes	<ul style="list-style-type: none"> Explain the extended marketing mix for services(1.1) Apply STP tools in designing service marketing strategies (1.2,1.3,2.3) Evaluate quality, productivity and customer loyalty in managing services (1.3,2.1,2.2) Design service marketing programs across sectors (2.2,2.3) 			
Text Book	<ul style="list-style-type: none"> Zeithamlet.al, Services Marketing, Mcgraw-Hill Education India,6e,2012 Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Services Marketing, Pearson, 7th edition 				

*Mandatory Courses

Focus area 7: Product & Services Marketing

P15BATE215	Product Management	L:T:P::2:1:0			3 credits	
Objectives	<ul style="list-style-type: none"> Explain the basic concepts and significance of product management Develop an understanding of managing a product portfolio and PLC model Generate and evaluate new product ideas for new product development. 					
Content	Topics					
	Theoretical Foundations: Product in theory and practice – Contributing disciplines to Product Management – Product life cycle: Theory and Practice – Product mix and portfolios. Influence of strategic vision of the organization in product development. Interface between Product and Brand Manager.	5	2	--		
	Prerequisites to Product planning and Management: Defining the competitive set – Category Attractiveness analysis – Customer analysis – Market potential and sales forecasting – Role of co-creation – Financial analysis and Product Development economics.	5	3	--		
	New Product Development Process: New product strategy- Idea management for new product development- Disruptive Innovation- Screening new product ideas- Concept development and testing -Business analysis- Product testing - prototype development, new product innovation models	5	3	--		
	Product Portfolio and PLC Management: Investment on PLC. Elements of Product Life management models -Product strategies and Mix- Application of Ansoff Matrix in Product Management. - Commercialization: Test marketing and launching the new product – Managing growth, managing the mature product.	5	3	--		
	Product Elimination: overview of the deletion decision - Reappraisal of Product Life management models- Trade off analysis - Reaching the decision to delete a product -, implementing the deletion decision	5	2	--		
	Legal Issues: Identification of appropriate IPR: Copyrights, Patents, Industrial Designs, Certification marks, Geographical Indications. Consumer Protection Act - Relevant environmental laws.	5	2	--		
	Total hrs				30	15
Learning Outcomes	<ul style="list-style-type: none"> Explain the basics of Product Management(1.1) Evaluate product portfolio using Ansoff matrix (1.3,2.2,2.3) Make use of PLC models to operate a product line (1.3,2.3) 					
Text Book	<ul style="list-style-type: none"> Michael Baker and Susan Hart – Product Strategy and Management, 2nd edition Pearson Donald R.Lehman, Russell S. Winner – Product Management, Pearson 4th edition 2005. 					

Focus area 7: Product & Services Marketing

P15BATE216	Marketing of Financial Services	L:T:P:1:0:0			1 credit
Objectives	<ul style="list-style-type: none"> Illustrate Marketing strategies practiced by financial service organization Describe the consumer decision making process 				
Content	Topics	L	T	P	
	Introduction to Financial services: Concepts, Definition, frame work for understanding consumer's financial decisions, strategic market planning for financial services, ethical implications	3	0	0	
	Categories of financial products & services: savings products, credit products, Insurance products, Transaction processing services	3	0	0	
	Pricing of financial services: Common approaches, category specific pricing policies, Considerations in pricing	3	0	0	
	New product development: Methods for identifying product needs, testing the market acceptance, product life cycle,	3	0	0	
	Promoting financial services: Advertising, Segmentation & measuring customer satisfaction, Regulations Governing Financial Services Marketing	3	0	0	
	Total hrs	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the concepts of marketing financial service products(1.1) Apply extended marketing mix for Financial services products (1.2,2.1,2.2,) Outline the regulations related to financial service marketing 				
Text Book	Marketing of Financial Services, Hooman Estelami				

Focus area 8: Applied Marketing

P15BATE217	Business at the Base of the Pyramid	L:T:P::1:0:0			1 credits
Objectives	<ul style="list-style-type: none"> Outline the principal challenges and opportunities in serving BOP markets. Illustrate the business models that satisfy the requirement of lower segment 				
Content	Topics	L	T	P	
	BOP Market: Nature, Market Development imperative, Business opportunities-National & Global, Business and the New Social Compact,	3	0	0	
	Product & Services for BOP: philosophy for developing products & services, Principles of Innovation, Mass market – Niche market differentiation & product positioning	3	0	0	
	The Eco system for Wealth Creation : Market oriented ecosystem, ecosystem for developing country, learning the sanctity of contracts, reducing inequities in contracts, Building governance capabilities among the poor	3	0	0	
	Reducing Corruption: Transaction Governance Capacity, building TGC	3	0	0	
	Social Transformation : development as social transformation, Breaking down Barriers to communication, BOP consumer upgrade, Gaining access to knowledge ,identity for the individuals & Women, Evolving checks & Balances	3	0	0	
	Total hrs	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> Identify challenges and spot opportunities in the BOP market (1.1, 1.3) Develop strategies and business models to reach BOP market (1.3,2.3,3.2,3.3) 				
Text Book	The fortune at the Bottom of Pyramid : Eradicating poverty through profits, C K Prahalad				

Focus area 8: Applied Marketing

P15BATE218	Pricing Strategy and Tactics	L:T:P::1:0:1			2 credits
Objectives	<ul style="list-style-type: none"> Infer concepts, approaches and problems in pricing decisions Analyze different methods of pricing and pricing strategies for different marketing situations Evaluate the real financial implications of pricing decisions 				
Content	Topics	L	T	P	
	Leveraging price and value offering: Value creation, Price structure, Price and value communication, Pricing policy, Price levels. Creation of Economic Value and Monetary Value through pricing.	1	-	-	
	Pricing and revenue – Price offer configuration - Methods, Price metrics types, Price fences – types of barriers	1	-	-	
	Managing pricing tactics: Tactics for different customer segments, to manage price escalation, pricing during PLC - tactics for market leaders, manage price transitions, pricing tactics for economic downturn, pricing policies for trade promotions, to offset sales and distribution expenses	2	-	-	
	Price sensitivity analysis: Experimental and uncontrolled studies to measurement - purchases, preferences and intentions	2	-	20	
	Price Integration with marketing plan: Embedding pricing strategy and techniques to organization structure, cost structures, Financials, Competition	2	-	-	
	Ethics and law in pricing practices: Operation of Maximum Retail Price Maintenance, Price fixing, Price Discrimination, Predatory pricing and price signaling	2	-	-	
	Total Hrs	10	-	20	
Learning Outcomes	<ul style="list-style-type: none"> Outline basic frameworks and options for pricing goods and services (1.1) Analyze pricing options to recommend appropriate pricing (1.3,2.2,2.3) 				
Text Book	Thomas T Nagle, John E. Hogan – The strategy and tactics of pricing, 5th edition Pearson 2008.				

Focus area 8: Applied Marketing

P15BATE219	Strategic Marketing Planning	L:T:P::1:1:0			2 credits
Objectives	<ul style="list-style-type: none"> Explain fundamental marketing strategy concepts and theories Identify and use appropriate methods and tools for evaluating different market situations Enable students to devise and suggest strategic marketing solutions. Develop, write and present formal strategic marketing plans. 				
Content	Topics	L	T	P	
	Basic concepts: Role of strategic orientation in marketing. Relevance of Strategic marketing planning - implications of corporate strategy – Role of Strategic Business Units (SBU) in marketing planning.	3	--	--	
	Strategic elements of planning to deliver marketing concepts: Environmental factors, time factors, technological factors, market and consumers, Organizational factors.	3	--	--	
	Internal and external analysis: Tangible and intangible resources, Operant and operand resources, Product portfolio analysis, Porter's model of industrial attractiveness, Market information systems	3	--	--	
	Analytical Frameworks: Identification of Global and local markets. PESTEL Analysis – SWOT analyses – Ansoff Matrix – Value chain – Product proliferations. Forecasting and scenario building for strategic flexibility	3	4	--	
	Market planning strategies: Planning across PLC. Strategies for Growth markets - Defenders and Prospectors. Strategies for Matured markets during decline.	3	--	--	
	Markstrat Business simulation – Market Model building through Markstrat simulation.	0	11	--	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Relate strategic marketing planning with marketing environment (1.1,1.2) Analyse strategic alternatives to formulate marketing plans. (1.3, 2.3) 				
Text Book	<ul style="list-style-type: none"> Ashok Ranchhod / CalinGurau, Marketing strategies – contemporary approach, Edition 2, 2007 Pearson 				

Focus area 8: Applied Marketing

P15BATE220	Customer Relationship Management	L:T:P::1:1:0			2 credits
Objectives	<ul style="list-style-type: none"> Outline the concepts and practices of CRM in modern businesses Illustrate suitable practices and programs for CRM 				
Content	Topics	L	T	P	
	CRM- Definitions, Customer Life Cycle, zone of tolerance, Stakeholders, Types & Implementation	2	3	0	
	Customer Acquisition: Acquisition, Satisfaction and Customer Loyalty through CRM	2	3	0	
	Technology Dimensions - E- CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals	3	3	0	
	CRM systems: Campaign & Content Management System, Software vendor Selection, Introduction to open source software	3	3	0	
	Emerging Concepts and Perspectives in Customer Relationship Management – Cloud solutions, mCRM, vCRM, Social Media Listening and Managing Online Reputation Management.	2	3	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Demonstrate working knowledge in the area of customer relationship management. (1.4) Apply the critical skills necessary for building and managing partnering relationships with customers. (1.1, 2.3) Discuss the emerging concepts and implications of CRM in business. (1.2,1.3) 				
Text Book	<ul style="list-style-type: none"> G.Shainesh, Jagdish, N.Sheth, "Customer Relationships Management - A Strategic Perspective" First Edition, Macmillan Publishers India Limited, 2006 H. Peeru Mohamed, A.Sahadeven, " Customer Relation Management – A step-by-step Approach", 1e, published by Vikas Publishing House, 2002 				

HUMAN RESOURCES CONCENTRATION

Focus Area 1 : Acquiring Talent

P15BATE301	Human Resource Planning	L:T:P::1:0:0	1 credits		
Objectives	<ul style="list-style-type: none"> Extrapolate the impact of business strategy on human resource requirements. Identify strategies to achieve a desirable human resources future. 				
Content	Topics	L	T	P	
	HR Planning -Importance , Model of strategic HRP, Environmental influence of HRP , Job Analysis process Techniques of Job Analysis	5	0	0	
	IT for HR Planning -Web based HR, Workforce analytics, Workforce management and scheduling Skill inventories HRIS - Evaluating HR Technology	5	0	0	
	The HR Forecasting Process -Benefits of forecasting, Determining HR requirements – Tools and Techniques Determine HR Demand Ascertaining HR supply Impact of HR during M& A	5	0	0	
	Total hrs	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> To acquire knowledge of HR Planning and their conceptual frameworks. (1.1, 1.2, 1.3) 				
Text Book	Monica Belcourt and Kenneth MsBey , Strategic Human Resource Planning, 4 th Edition, Nelson Education ISBN-10: 0176501320 ISBN-13: 978-0176501327				

Focus Area 1 : Acquiring Talent

P15BATE302	Recruitment and Employee Selection	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> • Discuss recruitment and selection policies and strategies for the organization • Deliberate on Testing Procedures to suit job requirement • Introduce appropriate interviewing techniques for the employee selection process 				
Content		L	T	P	
	Recruiting - Principles, methods, Referrals, Identifying prospects - social media in recruiting, crowd sourcing, recruiting through HR gamification, Yield pyramid.	4	2	0	
	Recruiting strategies: Challenges and Success- Approaching prospects , recruiting style , Talent acquisition	4	1	0	
	Selection Policy - Strategic Frameworks for Hiring, Application formats, Technology in Screening and correspondence	4	2	0	
	Basics of Selection Measurements - Selection Tests – Reliability and Validity, Tests of Ability, Knowledge, Personality and Character – psychometric testing	4	2	0	
	Interviewing – Preparation, Conducting and Post Interview Formalities	2	3	0	
	Selection Decision and Correspondence - Preparation of appointment letters- the pitfalls - Extending offers and Reference Checks	4	3	0	
	Internal Hires - Promotion and Succession Policy Modes of Internal Hires – Transfers, Off shore, Deputation on special projects etc.,	2	0	0	
	Measuring Effectiveness: Evaluating the Selection Process, Induction and Placement - Assessment Centers and other simulations	6	3	0	
	Total	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Analyze the different strategies for choosing sources for candidates (1.4/2.3) • Appraise, Shortlist Candidates and identify specialised candidates (1.3, 2.1) • Construct selection-specific measurement tests (1.3, 2.3) • Develop Competency based interview questions for use in the interview (2.2,2.3) 				
Text Book	1. Lilly M Berry, Employee Selection ,Cengage learning ISBN-13: 978-0534580957 2. Steven Hunt , Hiring Success: The Art and Science of Staffing Assessment and Employee selection, Wiley Publications, ISBN 13 978-0787996482				

Focus Area 2 : : Managing Employee

P15BATE303	Strategic Human Resource management*	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> Understand the strategic role of HR systems. Examine the alignment of HR functions to overall Business Strategy . Appreciate SHRM in the context of changing forms of organisation 				
Content	Topics	L	T	P	
	Introduction to SHRM - Concepts, Models, Approaches, Role of HR functions during Business cycles, Framework for HR Strategy, Revisiting Corporate Strategies	4	2	0	
	Organisation Structure – Organisational Design for Business strategies– Structures for Integration, Diversification, Internationalisation and Digitalisation - Contemporary organisation design,	3	2	0	
	Talent Acquisition - Resourcing and retention – Integrating with Corporate Strategy, Employee Value Proposition, Empowerment	6	2	0	
	Performance Management - Concept, Process, Developing Performance systems based on Corporate strategy.	6	2	0	
	Learning and Development -Philosophy, Elements, Creating a Learning Culture, Learning Organization, Integrating the Learning goals Business strategy	5	3	0	
	Compensation and Rewards -Basis of Compensation, Aligning Company pay programs with strategic direction.	6	4	0	
	IR Strategies, Partnership Agreements, Employee Voice	6	4	0	
	Contemporary Issues - High Performance Work Systems, HR Role in Change Management under different strategic direction	6	4	0	
Evaluating and Measuring the Impact of Strategic HRM on Business performance -HR scorecard	6	4	0		
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Demonstrate understanding of the alignment of HRM and organisational strategy, and apply the understanding in practical situations. (1.3/3.1) Develop a strategic HR Plan to enhance its long run Organisational performance. (2.3) 				
Text Book	<ul style="list-style-type: none"> Michael Armstrong (2008), Strategic HRM, Jaico books (4th Edition) ISBN 81-7992-568-4 				

*Mandatory courses

Focus Area 2 : Managing Employee

P15BATE304	Legal Aspects of HR*	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> To understand the critical compliances of legal HR regulations. To apply the knowledge of Legal aspects of HR to effectively manage the employment relationship. To relate legal implications of common workplace situations. 				
Content	Topics	L	T	P	
	Laws related to wages Minimum wages Act, 1948 , Payment of Bonus Act,1965, Payment of Wages Act,1936	4	3	0	
	Laws relating to working hours, Conditions of service and employment – Contract labour Act,1970{sec 73 &74 Enforceability of employment Bond} Factories act 1948, Inter-state migrant workmen act, 1979, Sales Promotion employees Act,1976- BOCW Act	8	6	0	
	Laws relating to equality and empowerment of women Equal remuneration Act,1976 , Maternity Benefit Act, 1961, The sexual Harassment of Women at Workplace (Prevention, prohibition Redressal) Act 2013	4	5	0	
	Laws related to Social Security Employees state insurance act, 1948, Employees provident fund and Misc Provision Act, 1952, Payment of Gratuity act,1972, Workmen Compensation Act,1923	10	6	0	
	Total hrs	25	20	0	
Learning Outcomes	<ul style="list-style-type: none"> To remember and apply the key provisions of HR legislations (1.1, 1.3) 				
Text Book	Prabhjit Gill, Legal Framework of HR Management, Neha Publishers & Distributors (2014), ISBN-10: 9351133907, ISBN-13: 978-9351133902				

*Mandatory Course

Focus Area 2 : : Managing Employee

P15BATE305	Compensation and Benefits	L:T:P::1:1:0			2 credits
Objectives	<ul style="list-style-type: none"> Impart the knowledge and comprehension about the compensation plans. Provide insights on calculation of compensation. Familiarize the trends in compensation and external equity in a compensation system. 				
Content	Topics	L	T	P	
	Introduction Compensation : Compensation – Definition and Meaning, Total Rewards – Concept and Statement Linking Strategy with Compensation, Organisational and Industry Focused policies , Compensation plans for different sectors	3	4	0	
	Tradition bases for pay Seniority and longevity Pay Merit Pay – Elements of Merit Pay, Pay for Performance, skill based pays , Variable Pay schemes	4	3	0	
	Incentive and Person Focused Pay Concept of Variable pay and performance pay Incentive Schemes Incentive pay – individual Plans, group plans, companywide incentives –ESPO- Person Focused Pay – Types, Usage, Need, Person focused Vs.Job based	3	3	0	
	Employee Benefits Retirement plans and health insurance programs , Discretionary Benefits	2	2	0	
	Workforce Compensation Executive Compensation Compensating Flexible workforce International Compensation Expatriate Compensation	3	3	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Compute compensation based on the organization policies (1.3, 1.4, 2.3) Explain the different forms of compensations and the industry trends (1.2) 				
Text Book	Joseph J Martocchio , Strategic Compensation – A HRM Approach , Pearson Education, ISBN 9788131761021				

Focus Area 2 : Managing Employee

P15BATE306	Industrial Relations	L:T:P::1:2:0			3 credits
Objectives	Outline IR related legal compliances				
Content	Topics	L	T	P	
	Introduction to Industrial Relations Industrial Relations: Meaning, evolution, labour Legislation, Approaches, Workers participation, Industrial Worker, Role of HR in IR, Trends in IR- Technology change and Industrial Relations	3	4	0	
	Trade Unions – Legal framework, Structure, Functions, Evolution and Growth of Trade unions, Rights and Responsibilities and Management of Unions	2	4	0	
	Collective Bargaining : Concept, Importance, negotiation process, Types of Contracts, Collective bargaining agreements, Prerequisites and Trends	2	6	0	
	Employee Grievance Grievance- Definition, Meaning, Nature and Causes, and procedure	2	4	0	
	Employee Discipline Definition, Meaning , Approaches Industrial Employment (Standing Orders) Act, 1946 –Model Standing Orders, Standing Order Certification, Registering, Posting standing orders, Penalties and Procedures, Contract of employment Holding Domestic Enquiries in industry	3	6	0	
	Industrial Conflict : Conflict –Meaning, trends and Resolution Dispute resolution and Industrial harmony – Act 1947 (Industrial dispute Act): Industrial Dispute, Strike, Lockout, Retrenchment, Dispute Reolution Machinery : Negotiation, Voluntary settlement, Mediation, Conciliation	3	6	0	
	Total hrs	15	30	0	
Learning Outcomes	Interpret IR acts in organizational context (1.1, 1.3, 2.3)				
Text Book	C.S. Venkata Ratnam, Industrial Relations, Oxford University Press, ISBN 978-0-19-567108-7				

Focus Area 2 : Managing Employee

P15BATE307	Performance Management	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> Outline the performance management process Provide insights on the Performance management system implementation and development of employees. 				
Content	Topics	L	T	P	
	Introduction Concept, Aims and Role of PMS, Dangers of a poorly implemented system, Characteristics, Integration with other HR - Functions and strategic planning Performance Management Vs. Performance Appraisal.	8	3	0	
	PMS Process: PM Process -Defining performance and measurement approach- Defining Performance, Determinants, Dimensions, Measuring Performance Measuring results & behaviour Performance information collection- Appraisal Forms, Characteristics of Appraisal forms, Determining Overall Rating, Appraisal Period and Number of Meetings, Who Should Provide Performance Information, A Model of Rater Motivation, Preventing Rating Distortion through Rater Training Programmes	10	4	0	
	Performance implementation Preparation: Communication, Appeals Process, Training Programs, and Pilot Testing Communication Plan, Appeals Process, Training Programmes for the Acquisition of Required Skills, Pilot Testing, Ongoing Monitoring and Evaluation Managing Team performance - Definition and Importance of Teams, Types of Team and Implications for Performance Management , Purposes and Challenges of Team , Including Team Performance in the PM System , Rewarding Team Performance	10	4	0	
	Performance Development Performance Review Meetings Performance Coaching & mentoring – Coaching Styles Performance management skills	7	3	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Plan for an annual performance appraisal (1.3) Design a simple appraisal system (1.4, 2.1, 2.2) 				
Text Book	1. Michael, Armstrong, Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance , Koganpage, ISBN-10: 0749453923, ISBN-13: 978-0749453923 2. Herman Aguinis, Performance management, 3/e, Pearson, ISBN 9789332518155				

Focus Area 3 : Developing Talent

P15BATE308	Career Management	L:T:P::1:2:0			3 credits
Objectives	<ul style="list-style-type: none"> Study the Career management process Relate Career management as a subject and provide a framework for students to manage career related issues in the organisation To develop relevant career management strategies for promoting the sustainability of the organisations. 				
Content	Topics	L	T	P	
	Introduction – Definitions of Career Concepts Changing landscape of work Scope of Career management	2	7	0	
	Models of Career management: Theory and research on the Career management process Application of career management Models. Goals, appraisal and strategies	2	7	0	
	Career Development: An overview Approaches, Stages, occupational choice, preparation forwork Theories of organisational choice for career development	5	6	0	
	Contemporary Issues in Career Development: Job Stress, Quality of Work life Managing Diversity Early, Middle and Late career issues	3	6	0	
	Career Development in Work Organisations: Human resource Support System Organisational Career management system Succession Planning Closing thoughts on Career Development	3	5	0	
	Total hrs	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> To demonstrate and apply the managerial knowledge in enhancing Career options within the organisation for sustaining employees.(1.1,1.3) Create, identify and to act upon various career opportunities in the organisational context for business growth and development.(1.3,3.2,3.3) 				
Text Book	Jeffrey.H Greenhaus, Gerard A. Callanan, Veronica M. Godshalh , Career Management, Thomson South Western, e/3, ISBN:981-254-895-5				

Focus Area 3 : Developing Talent

P15BATE309	Coaching and Mentoring	L:T:P::1:1:0			2 credits
Objectives	<ul style="list-style-type: none"> To create a nurturing, effective and productive environment Acquire skills required for coaching and mentoring entry level employees at the workplace 				
Content	Topics	L	T	P	
	Coaching and Mentoring – Concept, importance, Applications, Policies and Processes	3	0	0	
	Learning Theories for Coaching and Mentoring – deep and surface learning, single loop and double loop learning – Psychological Principles of Learning	2	0	0	
	Coaching and Mentoring Models – GROW Model – The revised situational framework Implications of Personality on Coaching and Mentoring Style	6	4	0	
	Coaching Styles - Push and Pull Strategies - Leadership development	2	3	0	
	Coaching and Mentoring – Individuals and Teams	0	5	0	
	Evaluation: Coaching and Mentoring Process Evaluation	2	3	0	
	Total	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the models in coaching and mentoring (1.1,1.3) Inspect a coaching and mentoring process and identify the gap (2.1, 2.3) 				
Text Book	Anne Brockbank, Dr Ian McGill. Facilitating Reflective Learning: Coaching, Mentoring and Supervision, 2/e, ISBN-10: 0749465077, ISBN-13: 978-0749465070				

P15BATE203	Negotiation Skills**	L:T:P::1:0:0			1 credit
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** Common course . Course content in the marketing concentration

Focus Area 3 : Developing Talent

P15BATE310	Cross Cultural Management	L:T:P::1:2:0			3 credits
Objectives	<ul style="list-style-type: none"> Introduce a cognitive framework to appreciate the impact of culture on managerial behavior and business processes Provide insights on behavioral and cognitive skills to operate in other cultures 				
Content	Topics	L	T	P	
	Introduction - Definitions, cultural competence continuum, cultural orientation for Strategic Performance Framework	3	6	0	
	Dimensions of Cultures – Hofstede, Hall, Trompenaar, Kluckhohn, Culture differences	3	4	0	
	Fundamental cross cultural differences – rituals, norms, diplomacy; differences across India; Cultural stereotypes and biases	3	8	0	
	Cross- cultural communication – verbal, non-verbal	3	6	0	
	International assignments - Culture shock & adjustment - Cross cultural training	3	6	0	
	Total hrs	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> Interpret the frameworks and models of cross- culture (1.1, 1.2) Compare the similarities and differences among the cultures (1.1, 2.1, 2.2) Recognize cross-cultural competencies (2.2, 2.3) 				
Text Book	Shobahana Madhavan (2012) Cross-cultural Management: Concepts and Cases, 1/e ISBN 9780198066293				

Focus Area 3 : Developing Talent

P15BATE311	Learning and Development*	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> • Demonstrate methods for need analysis of Learning and Development • Provide knowledge to Design and Deliver the program based on learning theories • Describe evaluation procedures for L and D Program for increased effectiveness. 				
Content	Topics	L	T	P	
	Introduction –Basics of Learning process – Understanding Learning Concepts- Learning Curve and theories of Learning Role of Organizational Strategy in L&D	5	1	0	
	Learning Needs assessment – Methods and Techniques for assessments– Competency mapping – Developing training frame work Role of internal and external partners in L & D	6	4	0	
	Preparing and Designing – Identifying and Formulating training objectives Principles of effective planning, design and delivery of planned learning events, and their practical application Learning and talent development strategies, planning, interventions and activities	8	5	0	
	Delivery of Learning and development Learning outcome and learning environment - Developments in new technology and their implication for learning and development	4	3	0	
	Evaluation and assessment of L & D outcomes Training Man days and compliance for regulatory bodies	6	2	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Design and Deliver a Learning and Development Program for entry level employees (1.1, 1.2, 1.3, 2.1, 2.2, 3.2) 				
Text Book	<ul style="list-style-type: none"> • Rebecca Page-Tickell, Learning and Development, 1/e,Kogan page ISBN-10: 0749469889 • Stephen Gibb, Learning and Development: Processes, Practices and Perspectives, Palgrave Macmillan. 				

*Mandatory Course

Focus Area 3 : Developing Talent**Course No: 12**

P15BATE312	Organisational Development	L:T:P:: 1:1:0			2 Credits
Objectives	<ul style="list-style-type: none"> Impart the knowledge and understanding of foundations of organisation development. Demonstrate individual and team interventions for enhancing effectiveness 				
Content	Topics	L	T	P	
	Overview of OD Definition, Growth and Relevance of OD, Evolution of OD Theories of Planned Change – Lewins Model, Action Research model, General Model, Role of OD Practitioner	2	3	0	
	OD Process Entering and Contracting, Developing a Contract Diagnosis – Need for Diagnostic Models, Organisational level, Group Level and individual Level Diagnosis Diagnostic Information – Collecting, Analysing, Feedback, Survey Feedback	3	4	0	
	Designing and Implementing Interventions Human Process Interventions – Interpersonal and Group, Organisational Process Techno structural Intervention – Organisational Design and Restructuring, Workdesign and Responsibility charting HR Management Interventions	8	7	0	
	Evaluating and Institutionalising OD Interventions Evaluation Feedback, Measurement, Institutionalisation framework, Indicators of institutionalisation	2	1	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Apply appropriate organization diagnostic models.(1.1, 1.3, 2.3) Assess and implement appropriate intervention techniques in the organisational context(1.1,2.3) Create, identify and to act upon various career opportunities in the organisational context for business growth and development(1.3,3.2,3.3) 				
Text Book	1. Donald R.Brown, An Experiential Approach to Organization Development, 8/e, Pearson, ISBN 9789332518339 2.Thomas Cummings, Christopher Worley Organization Development and Change, 10/e, Cengage, ISBN 1305143035, 9781305143036				

Focus Area 4 : Engaging Employees

P15BATE313	Employee Engagement	L:T:P:: 1:1:0			2 credits
Objectives	<ul style="list-style-type: none"> Overview of employee engagement concepts and practices Discuss engagement strategies and outcomes of Employee engagement 				
Content	Topics	L	T	P	
	Understanding Employee Engagement Definition of Employee engagement ,Approaches to employee engagement, the enablers of employee engagement, Securing a engaged workforce ,issues influencing employee engagement	4	2	0	
	Measuring & Developing Employee Engagement, Engagement strategy Measuring Employee engagement, Employee engagement survey, Employee Engagement metrics The process of developing a strategy, WIFI Model	4	4	0	
	Competitive Advantage , How to improve engagement for competitive advantage, How to use engagement to create a healthy, thriving organization	1	2	0	
	The future of employee engagement , Predictions & views for the future of employee engagement, The Paradox of employee engagement , International context	4	4	0	
	Role of HR in Employee Engagement , Employee- under engagement/ disengagement/ non engagement- role of HR , EE activities, Return On Investment on EE activities	2	3	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Assess Employee Engagement in an organisation. (1.1,1.3, 2.1, 2.2, 2.3) Develop an Employee engagement process in organisation (1.3, 2.3) Recognise Employee Involvement Programs in organisational context (1.3, 2.3) 				
Text Book	1.Sarah Cook, The essential guide to employee engagement,1/e ,Kogan page ISBN-10: 0749449446, ISBN-13: 978-0749449445 2. Emma Bridgers, Employee engagement, Kogan Page,1/e.				

Focus Area 4 : Engaging Employees

P15BATE314	Conflict Management	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> Outline the theories and basic concepts of conflict management Provide insights on conflict management strategies. 				
Content	Topics	L	T	P	
	Introduction Managing Organizational Conflict: Meaning & views to conflict Nature and sources of conflict, concept and Importance of conflict, Positive and negative conflict ,levels of conflict , Classification of conflict	4	3	0	
	Types of Conflict Power-based, Rights-based, Interest-based Identity-based conflict - Intra personal , interpersonal, organizational – functional /Dysfunctional conflict Process and Dynamics of Conflict Source and causes of conflict – structural and personal factors	7	3	0	
	Stages of Conflict Different stage of conflict– Conflict Mode Instrument process of conflict -Identifying and analyzing themes of Conflict	7	3	0	
	Conflict Management strategies - Analyzing and understanding tools used in conflict management, styles of conflict management, Conflict mapping and analysis, Power and Politics- organizational influence, Conflict Resolution – Role of communication, Negotiation – Conciliation ,The third party intervention, Litigation/Conciliation/ Arbitration	12	6	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the conflict management theories (1.1, 1.2,1.3) Identify the appropriate conflict resolution strategy (1.1, 1.3, 2.1, 2.2, 2.3) 				
Text Book	1.B D Singh, Managing Conflict and Negotiation,Excel Books, ISBN-10: 8174466428, ISBN-13: 978-8174466426 2.Ester A. Leutenberg, John J. Liptak, and Amy L. Brodsky, The Conflict Management Skills Workbook - Self-Assessments, Exercises & Educational Handouts, Whole Person Associates, ISBN-10: 1570252394,ISBN-13: 978-1570252396				

Focus Area 4 : Engaging Employees

P15BATE315	Organizational Culture	L:T:P::1:2:0			3 Credits
Objectives	<ul style="list-style-type: none"> • Provide knowledge on organization cultural through frameworks • Familiarise the theory of building and changing organization culture • Deliberate the impact of culture on performance and on contemporary issues in organizations 				
Content	Topics	L	T	P	
	Introduction - Concept, Typology (Harrison & Handy; Deal & Kennedy; T.J Peters; Hellrigle and Slocam), Models of Organizational culture – Schein, Hatch, Cameron and Quinn; Organizational culture assessment/ diagnostic methods	4	7	0	
	Building culture – origin, sustaining culture, ethics	2	4	0	
	Changing organizational culture - Models and Tools, Leadership and organizational culture	3	5	0	
	Organizational culture, performance and strategy – Impact;; Managing culture during mergers and acquisitions;	3	5	0	
	Contemporary Issues in Organizational culture - New forms of organizations and their culture – Virtual, flat, network, Organizational network analysis; Managing workplace Diversity – Primary and secondary	3	5	0	
	Total	15	26	0	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the concepts and frameworks of organizational culture (1.1) • Evaluate the types of organizational culture and how it is created, maintained, changed and assessed (1.2, 2.1, 2.2) • Survey the challenges and best practice in managing corporate culture (1.2,2.1, 2.2) 				
Text Book	Andrew Brown (1998) Organizational Culture, Pearson(2 nd edition) ISBN-13: 978-0273631477				

OPERATIONS CONCENTRATION

Focus Area 1: Supply Chain Management

P15BATE401	Supply Chain Management*	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Provide the basics of supply chain management and its significance in competitive business environment Discuss the material and information flows in the supply chain process Familiarize the factors involved in designing an efficient supply chain 				
Content	Topics	L	T	P	
	Supply Chain Framework – Definition - Objectives-Importance – Decision phase - Process views – Competitive and supply chain strategies – Achieving Strategic Fit	4	1	0	
	Drivers of supply chain – Framework for structuring Drivers - Performance measures – Customer service and Cost Trade-offs – Order delivery lead time – Calculating the length of supply chain – Efficiency – Working capital productivity	8	6	0	
	Sourcing decisions - Role of sourcing – Inhouse or outsource – Procurement process	4	4	0	
	Managing material flow – Inventory Management – Types – Costs – Managing Stocks - Transportation – Modes of Transportation – Performance measures - Network design – Network operations planning – Relevant costs for Network Decisions	8	3	0	
	Managing information flow – Role of IT in supply chain – IT Framework – CRM – SRM – Future of IT in supply chain	6	1	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the fundamental concepts in supply chain management (1.2) Analyse the factors affecting sourcing decisions and construct a sourcing plan (1.3,2.1,2.2,2.3) Outline the major applications of SC information technology and the processes that they enable (1.2) 				
Text Book	<ul style="list-style-type: none"> Supply Chain Management, Janat Shah, Pearson, 2009 Supply Chain Management, Sunil Chopra, Pearson, 2012 				

- **Mandatory Course**

Focus Area 1: Supply Chain Management

P15BATE402	Logistics Management	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> • Provide insights on the fundamentals of Logistics Business • Explain the process involved in logistics planning • Familiarize the role of distributors, distribution channels and networking with transportation agencies 				
Content	Topics	L	T	P	
	Concepts of logistics management – Introduction to logistics - Scope and definition – Importance – Structure - Competitive advantage through logistics – Channels of distribution – Channel selection – Outsourcing channels; Planning for logistics – Framework – Processes - Segmentation	4	3	0	
	Warehousing and storage – Principles – Storage and handling systems – Order picking and packing – Receiving and despatch	6	2	0	
	Freight Transport - Modes of transport and selection – International logistics – Maritime – Air- Rail – Road Freight; Logistics performance monitoring – Detailed metrics and KPIs	8	3	0	
	Logistics outsourcing - Benefits – Types – Value added services and drawbacks – Selection process	6	3	0	
	Global Logistics - Issues in Global Logistics - Green Logistics, Reverse Logistics; Environmental and social factors that impact logistics functions and operations	6	4	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the fundamental concepts of Logistics Management (1.1) • Develop a logistics plan (1.3,2.3) • Evaluate the factors for selection of mode of transport (1.3, 2.3) 				
Text Book	The Handbook of Logistics and Distribution Management, Alan Rushton, Koganpage				

Focus Area 1: Supply Chain Management

P15BATE403	Strategic Sourcing	L:T:P::1:1:0	2 credits		
Objectives	<ul style="list-style-type: none"> Familiarize the concepts in strategic sourcing Provide insights on the process of aligning purchases with corporate Strategy Introduce the evaluation criteria in supplier selection process 				
Content	Topics	L	T	P	
	Introduction – Purchasing process – Policy and Procedures	2	0	0	
	Purchasing strategies - Development process – Types	4	3	0	
	In-sourcing and Outsourcing - decision processes - Supplier evaluation criteria, selection and performance measurement – Basics of Contract Management	5	6	0	
	Global sourcing – overview – International sourcing process	2	3	0	
	E- procurement process – Advantages and disadvantages	2	3	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the role of strategic sourcing (1.3) Outline the in-sourcing and out-sourcing decision process (1.2) Evaluate the suppliers for selection, performance measurement and development (1.3,2.2,2.3) 				
Text Book	Purchasing and Supply Chain Management, Monczka, Thomson, 2002				

Focus Area 1: Supply Chain Management

P15BATE404	Supply Chain Analytics	L:T:P::1:1:0			2 credit		
Objectives	<ul style="list-style-type: none"> Familiarize the types of supply chains and its measures Provide insights on the analytical methods involved in enhancing the performance of the supply chain 						
Content	Topics				L	T	P
	Introduction - Overview on Supply Chain Management – Performance measures – Challenges				2	1	0
	Types of Supply Chains - Efficient and Responsive Chains				2	2	0
	SC Profitability - Calculating Supply chain length – Order delivery lead time – Push-Pull boundary – Supply chain responsiveness - Delivery reliability (simple problems)				6	4	0
	Financial measures of performance – Supply chain drivers related metrics (simple problems)				2	4	0
	Supply chain and Business Performance – Enhancing Supply chain performance – Optimization – Integration – Restructuring				3	4	0
	Total hrs				15	15	0
Learning Outcomes	<ul style="list-style-type: none"> Compare efficient and responsive supply chains (1.1) Analyse and measure supply chain performance metrics (1.3, 2.1,2.2,2.3) 						
Text Book	<ul style="list-style-type: none"> Supply Chain Management, Janat Shah, Pearson, 2009 Supply Chain Management, Sunil Chopra, Pearson, 2012 						

Focus Area 2: Technology & Innovation Management

P15BATE405	Technology Management	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Familiarize the concepts in management of technology and its life cycle Discuss the process of aligning business strategy with technology strategy Introduce the technology framework Provide insights on transfer of technology and its commercialization 				
Content	Topics	L	T	P	
	Technology and its importance in Business – Definition – Features - Importance - Benefits - Achieving competitive advantage through technology - Types of technologies - Technology portfolio - Technology life cycle - Technology as an investment	4	2	0	
	Management of Technology – Overview - Objectives of MOT - Strategic Management of Technology (SMOT) - Exploitation of Technology - Principles of MOT - The role of R&D in an organization - New product development process	8	2	0	
	Technology forecasting - Methods of forecasting technology - Technology obsolescence - Technology discontinuity - Technology audit - Technology scouting	6	3	0	
	Technology absorption and Technology diffusion – Technology transfer- Technology evaluation - Technology absorption - Technology adoption - Technology diffusion - Technology cycles - Technology commercialization Business strategy and Technology strategy - Strategy and strategic management - Technology strategy - Linking business and technology strategy	8	4	0	
	Organizational structure Organizational learning and leadership - Human resource for managing technology - The importance of organizational structure - The structure of an innovative organization - The role of a leader in an innovative organization - Risks and uncertainties associated with technology	4	4	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the critical factors in managing technology (1.1) Summarize the technology planning framework (1.1) Analyze and select suitable technology by applying evaluating techniques (1.3, 2.1,2.2,2.3) Outline the basic concepts of technology diffusion and commercialization (1.1) 				
Text Book	A Brief Course on Technology Management, K.Nagarajan, New Age International, First edition, 2015				

Focus Area 2: Technology & Innovation Management

P15BATE406	Intellectual Property Rights	L:T:P::1:1:0			2 credits
Objectives	<ul style="list-style-type: none"> Introduce and create awareness on forms of Intellectual Property Rights Explain the various aspects relating to intellectual property rights Provide an overview of the main principles and legal rules of IP Law 				
Content	Topics	L	T	P	
	Fundamentals of IPR - Introduction to IPR- Need for IPR-General framework of IPR- IPR Legislations in India- ade-related Agreement on Tr aspects of IPR- WIPO	2	1	0	
	Patents and Design - Patents and Patent information - Need for Patent- Patentable and Non- Patentable Invention - Types of Patent application in India- PCT System - Guidelines for Registration of Patent- Patent filing, Opposition and Grand- Concept of design. Design Act 2000- Need for protection of design- Essential Requirements for Registration of Design	5	4	0	
	Trademarks - Concept, Purpose, Characteristics and functions of Trademark - Trademark Act-Trademark Search Trade Secret- Guidelines for Registration of Trademark -NICE Classification- Collective Trademark- Community Trademark- Sales, Transfer and Licensing of Trademark - Registration of Integrated Circuit Layout design	3	3	0	
	Copyright and Geographical Indications - Concept of Copyright- Works Protected and Not Protected by Copyright- India Copyright Law - Rights Conferred by Copyright- Copyright infringement- Concept of Geographical Indications-Geographical Indications Act- Filling and Granting of Geographical Indications in India	3	4	0	
	IP Management - IPR Audit- Trademark Audit- Range of IP Services - Classification of IP Services- IPR Regime- Important Principles of IP Management- Sectoral IPR	2	3	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the various forms of IPR (1.1) Explain the procedure for application, grant and protection of patents (1.3) Outline the various aspects of IPR Law (1.1) 				
Text Book	Intellectual Property Rights, P. Narayanan, Eastern Law House, Third Edition ,2002				

Focus Area 2: Technology & Innovation Management

P15BATE407	Innovation Management	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Familiarize the concepts of innovation management and its importance in business Discuss the strategic planning process of innovation and its framework Provide insights into commercialization and protection of innovation 				
Content	Topics	L	T	P	
	Innovation Management - Importance of innovation – Need – View of innovation - Types of Innovation – Models of Innovation - Innovation as a management process	4	1	0	
	Managing Innovation within firms - Managing uncertainty – Pearson's uncertainty map – Organisational Characteristics – Role of individual in innovation process – Strategic planning process - framework	4	2	0	
	Product Strategy – Strategy contexts – Competitive – Differentiation - Positioning – Brand strategy – Market entry; Market research - New Product Development Strategy – Models of NPD - Commercialization of Innovation – Steps in commercialization	8	4	0	
	Management of R&D – R&D continuum – R&D management and linkage with business strategy – Strategic decision making process – Technology leverage	7	4	0	
	Technology Transfer and IPR – Introduction – Models of Technology Transfer – Barriers – Patents – Trademarks – Designs – Copyright – infringement – Steps involved in applying patents	7	4	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Summarize the organisational characteristics of an innovative firm (1.2) Explain the strategic planning process and framework (1.2) Outline the steps involved in protection and commercialization of innovation (1.1) 				
Text Book	Innovation Management & New Product Development, Paul Trott, Financial Times Management, 2000				

Focus Area 2: Technology & Innovation Management

P15BATE408	Product Design	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> • Provide insights into product development process • Discuss the various factors involved in design for manufacturing • Familiarize the IPR aspects for patenting and design 				
Content	Topics	L	T	P	
	Introduction – Characteristics – Duration and cost of Product development - Challenges of product development	4	1	0	
	Development Process – Generic development process- Process flows - Concept generation - Concept of Frugal Innovation, Grass Root innovation, Radical Innovation & Incremental Innovation	4	2	0	
	Product planning – standardisation vs customisation - Steps involved – Identifying customer needs - Product specification – Basics of Concept generation, Concept selection and Concept Testing	8	4	0	
	Design for Manufacturing – Cost estimation - Understanding Prototyping – Technologies – Robust Design – Control factors, Noise factors and Performance Metrics – Product design reliability	7	4	0	
	IPR aspects – Overview of Patents – Patent Application - Patent process - PCT System - Guidelines for Registration of Patent- Patent filing, Opposition and Grant- Concept of design & Design Act 2000- Need for protection of design- Essential Requirements for Registration of Design	7	4	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the challenges of product development process (1.2) • Summarize the stages involved in new product development (1.2) • Evaluate product design for its reliability (1.3,2.1,2.2,2.3) 				
Text Book	Product Design & Development, Kari T Ulrich, Tata McGraw Hill, 2009				

Focus Area 3: Lean Manufacturing

P15BATE409	Total Quality Management*	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> • Provide knowledge on various quality concepts • Introduce TQM concept and the techniques used for improving quality • Demonstrate cost of non-quality in an organisation • Discuss ISO related quality certification systems 				
Content	Topics	L	T	P	
	Introduction - Definition – TQM framework, benefits, awareness and obstacles: Quality – vision, mission and policy statements: Customer Focus – customer perception of quality, Dimensions of product and service quality.	4	2	0	
	Cost of quality - Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa - Concept of Quality circle	6	4	0	
	Tools & Techniques - Kaizen, 5S, Quality function deployment (QFD) – Benefits, Voice of customer, information organization, Building a House of Quality (HOQ), Bench marking and Poka-Yoke	8	4	0	
	TQM Framework - culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward.	6	2	0	
	Quality Management certifications – QMS - ISO 9000, ISO 14000 – ISO Audit	6	3	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Explain the concept of TQM and cost of quality (1.1) • Explain the Deming wheel for continuous improvement (1.1) • Analyse process quality through quality management tools (1.3, 2.3) • Outline the steps involved in introducing quality management system (1.3) 				
Text Book	Total Quality Management, R. Ramakrishnan, Eswar Press, 2005				

*Mandatory course

Focus Area 3: Lean Manufacturing

P15BATE410	Business Process Re-engineering	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> Familiarize the Business Process Re-engineering methodology and its implementation in manufacturing / service organisation Discuss the role of IT in BPR Provide insight on value engineering for product/process improvement 				
Content	Topics	L	T	P	
	Introduction - Definition, Dimensions & History of BPR, Basic concepts & benefits of BPR, Role of leader and manager, Guiding principles of BPR, Key targets of BPR	4	1	0	
	Enablers of BPR – SCM – Lean – Agile – JIT: Enablers of BPR in manufacturing, product design and development	4	3	0	
	BPR methodologies -Reasons for implementation of BPR, Necessary attributes of BPR methodologies, BPR team characteristics, Different phases of BPR,Steps of Process Reengineering	6	3	0	
	Role of information technology -BPR AND IT- Relationship between BPR and IT - Role of IT in Reengineering, BPR tools and techniques - Criticality of IT in Business process	8	4	0	
	Value engineering - concepts - theory and fundamentals ,Phases of Value Engineering Job plan - General phase, Information phase, Function phase, Creation Phase, Evaluation phase, Investigation phase, Implementation phase	8	4	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the concepts and enablers of BPR and its importance in achieving competitive advantage (1.1) Assess the existing process and recommend an improved process.(1.3,2.1,2.2,2.3) Outline the concepts of Value engineering (1.1) 				
Text Book	Business Process Re-engineering, R. Radhakrishnan & S. Balasubramanian, PHI, 2008				

Focus Area 3: Lean Manufacturing

P15BATE411	Lean Manufacturing	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Familiarize the lean manufacturing principles and its application Discuss the Pull production process to minimize wastes Explain the lean tools for productivity enhancement 				
Content	Topics	L	T	P	
	Introduction – Emergence of Lean Manufacturing Paradigm - Lean Manufacturing through waste elimination – 7 wastes – Tools and Techniques	4	1	0	
	Just-in-Time Inventory – Characteristics of JIT - Pull production - Concept of Cellular Layout	6	3	0	
	Lean Tools – 5S – Kaizen - Poka yoke – VSM – SMED – Kanban – Visual Management – One-piece flow	8	6	0	
	Lean Manufacturing through TPM – Principles of TPM – 8 Pillars – 6 major Losses	6	2	0	
	Lean in Service sector – Lean concepts for Banks - Hospitals	6	3	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Outline lean manufacturing practices and its application (1.2) Analyse the process to identify and eliminate wastes (1.3,2.1,2.2,2.3) Recommend the appropriate Lean tools for process improvement (1.3,2.1,2.2,2.3) 				
Text Book	<ul style="list-style-type: none"> Lean and Agile Manufacturing, S.R.Devadasan, PHI, 2012 Lean Manufacturing: Perspectives and Application, Arun Desai, IUP, 2008 				

Focus Area 3: Lean Manufacturing

P15BATE412	Lean Six Sigma	L:T:P::1:0:0	1 credit		
Objectives	<ul style="list-style-type: none"> Familiarise the basic elements of Lean Six Sigma Provide insights into DMAIC methodology for achieving Lean Six Sigma 				
Content	Topics	L	T	P	
	Overview on Lean Six Sigma - Principles of Lean	2	0	0	
	Lean wastes – Kaizen Methodology	2	0	0	
	Six Sigma - Benefits – Team – Master black belts – Green Belts – Yellow Belts	3	0	0	
	Six Sigma Team Training – Leadership Training – Black Belt Training - Green Belt Training – Skill needed - Evaluation	4	0	0	
	DMAIC Methodolgy – Define – Measure – Analyze – Improve – Control	4	0	0	
	Total hrs	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain types of wastes in Lean manufacturing (1.3) Outline step-by-step procedure for implementing Lean Six Sigma program (1.2) Apply DMAIC tools for process improvement (1.1,2.1,2.2,2.3) 				
Text Book	The Six Sigma Manual, By Craig W.Baird, Yes Dee Publishing, Chennai, 2011				

Focus Area 4: Industrial Management

P15BATE413	Project Management*	L:T:P::2:1:0	3 credits		
Objectives	<ul style="list-style-type: none"> Provide insights on systematic management of projects from project identification till project termination Expose the techniques used for organizing, planning and scheduling in managing projects Emphasize the need for adopting an integrated approach for design and execution of projects 				
Content	Topics	L	T	P	
	Introduction – Definition - Program Management - Portfolio Management - Projects and Strategic Planning - Project Management Office - Relationship Between Project Management, Operations Management, and Organizational Strategy - Operations and Project Management - Organizations and Project Management - Business Value - Role of Project Manager Organizational Cultures and Styles - Organizational Communications - Organizational Structures - Organizational Process Assets - Enterprise Environmental Factors - Project Stakeholders and Governance - Project Team - Project Life Cycle	6	2	0	
	Project Scope Management - Plan Scope Management - Collect Requirements - Define Scope - Create WBS - Validate Scope - Control Scope; Input, Tools and Techniques, Output Project Time Management - Plan Schedule Management - Define Activities - Sequence Activities - Estimate Activity Resources—Estimate Activity Durations—Develop Schedule- Control Schedule; Input, Tools and Techniques, Output (simple problems in CPM/PERT)	9	4	0	
	Project Cost Management - Plan Cost Management—Estimate Costs—Determine Budget; Input, Tools and Techniques, Output Project Quality Management - Plan Quality Management- Perform Quality Assurance- Control Quality; Input, Tools and Techniques, Output	6	4	0	
	Knowledge Areas - Project Human Resource Management - Project Communication Management - Project Risk Management - Project Procurement Management - Introduction and basic concepts	6	3	0	
	Project Management Software – Introducing MS Project	3	2	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Develop a project plan with scope, time and cost (1.3,2,3) Construct project schedule and cost through MS Project software (1.3, 2.3) Summarize the risk involved in a project and mitigation strategies (1.2) 				
Text Book	Project Management Professional, Joseph Phillips, Tata McGraw Hill Ltd.,4th edition,2013				

*Mandatory Course

Focus Area 4: Industrial Management

P15BATE414	Industrial Management	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> Familiarise the concepts of Industrial Management Provide insights on Work Measurement methods Introduce Total Productive Maintenance concepts and techniques Enhance knowledge on Environment, Health & Industrial Safety 				
Content	Topics	L	T	P	
	Introduction – Management and Industrial Engineering and relation with other fields, Management concepts	3	1	0	
	Work measurement – Time Study, Method Study, Motion Study – Objectives and Procedure	6	4	0	
	Maintenance Management – Objectives, functions, types TPM – Objectives, Pillars, Stages, OEE – calculation – simple problems	8	4	0	
	Condition monitoring techniques - Vibration monitoring, corrosion monitoring, temperature monitoring techniques - FMEA- Elements, Steps, Requirements and Benefits	7	3	0	
	Environment, Health & Industrial Safety - Key elements of a safety and Health Management System- Policy & commitment. Safety and Health Management System records: Operational Control Workplace, Hazard Identification and Precautions	6	3	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the concepts, tools and techniques of industrial management (1.3) Measure the elements of work and recommend the standard (1.3, 2.1,2.2,2.3) Outline the TPM principles (1.1) Evaluate the performance of a machine through OEE technique (1.3,2.3) 				
Text Book	Industrial Engineering and Production Management, Martand Telsang, S.Chand, 2008				

Focus Area 4: Industrial Management

P15BATE415	Production Planning and Control	L:T:P::1:1:0	2 credits		
Objectives	<ul style="list-style-type: none"> Familiarise the concepts of production planning and control Explain the aggregate planning strategies Provide insights on use of information technology in production planning 				
Content	Topics	L	T	P	
	Introduction – objectives – Functions – Productivity	2	1	0	
	Aggregate Planning – Strategies – Master Production Schedule (only Theory)	3	3	0	
	Capacity planning – Design capacity – System capacity - Actual Capacity (only Theory)	4	4	0	
	Materials Requirement Planning – Bill of Materials – Procedure for computing MRP (only Theory)	4	4	0	
	Role of IT in MRP – Enterprise Resource Planning – Progress controls through records and charts	2	3	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the tools and techniques of production, planning and control (1.1) Construct a bill of material list for a product (1.3, 2.3) Analyse the production planning process and apply control techniques for improving productivity (1.3,2.1,2.2,2.3) 				
Text Book	Production and Operations Management, Ajay K Garg, McGraw Hill, 2012				

Focus Area 4: Industrial Management

P15BATE416	Tools For Improving Operations	L:T:P::1:0:0	1 credit		
Objectives	<ul style="list-style-type: none"> Familiarize the tools for improving operations pertaining to business processes Gain experience in computer based simulation exercises to solve operations problems 				
Content	Topics	L	T	P	
	Introduction – Importance of tools - Process Improvement – Kaizen Benefits – Productivity – Tools selection – 7 wastes	2	0	0	
	Quality Tools - 7QC Tools – Variable and Attributes - SPC charts – Using Excel	4	0	0	
	Lean Tools - 5S, Poka - Yoke, Kanban, JIT, Visual Controls, Cellular Layout, Value Stream Mapping, Single Minute Exchange of Die (SMED)	3	0	0	
	Simulation - Simulation for process improvement, SCM, Lean – use of SimQuick	3	0	0	
	Six Sigma - DMAIC Methodology – Define – Measure – Analyze – Improve – Control	3	0	0	
	Total hrs	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> Apply quality and lean tools for improvement of business processes (1.3, 2.3) Demonstrate the use of simulation technique in business situations (1.3, 2.2) 				
Text Book	Lean Manufacturing Implementation, Dennis P. Honns, Cengage, 2004				

Focus Area5: Services Operation Management

P15BATE417	Managing Service Operations	L:T:P::2:1:0			3 credits
Objectives	<ul style="list-style-type: none"> Familiarize the characteristics of service operations Discuss use of technology in managing service operations Provide insights into various parameters in assessing quality 				
Content	Topics	L	T	P	
	Understanding Services – Role - Definition – Dependency of Manufacturing on Services - Nature Service Process Matrix – Challenges – Characteristics – Open system view - Service Strategy – Competitive service strategies – Concept of Data Envelopment Analysis	4	1	0	
	Designing the service enterprise – New service development – Levels of service innovation – NSD(New Service Development) Process cycle – Service Blueprinting - Technology in services - Role of technology in service encounter – Managing the New Technology Adoption process	8	4	0	
	Service Quality – Servqual Definition – Dimensions - Measuring service quality – QFD – Stages in quality development	4	4	0	
	Managing service operations – Forecasting demand for service – Method of forecasting - Managing capacity and demand – Strategies for managing demand - Queuing theory – Essential Features	8	3	0	
	Globalization of services - Generic International strategies – Global service strategies	6	3	0	
	Total hrs	30	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Discuss the new service development process (1.1) Assess the Service quality by Servqual technique ((1.3,2.3) Apply queuing model to calculate system performance measures (1.3, 2.3) 				
Text Book	Service Management, James A Fitzsimmons, Tata McGraw Hill, 2006				

Focus Area 5: Services Operations Management

P15BATE418	Service Facilities Design	L:T:P::1:0:0	1 credit		
Objectives	<ul style="list-style-type: none"> Familiarize basic ideas and concepts in designing service facilities Provide information on technologies used for improving service processes 				
Content	Topics	L	T	P	
	Service facility design – Objectives - Facilities requirement, need for layout study – Types of service layout	2	0	0	
	Systematic Layout Planning - Procedure -Facility planning process–Flow, Space and activity relationship - Software packages - ALDEP, CORELAP, CRAFT	4	0	0	
	Material Handling - Principles, unit load concept, material handling techniques & equipment-types, selection and specification, containers and packaging	3	0	0	
	Layout design - Office, Retail shop, Hospital, Mall, Warehouse, Banking & Hotel - Measuring and bench marking service performance-Redesign of service facility	4	0	0	
	Technologies for service facilities – Computer Aided Facilities Design - ASRS – Robot- RFID – Case Picking	2	0	0	
	Total hrs	15	0	0	
Learning Outcomes	<ul style="list-style-type: none"> Outline the basic principles and techniques for designing service facilities (1.1) Design a service layout through corelap (1.3,1.4,2.1,2.2,2.3) Explain various technologies used in service facilities (1.1) 				
Text Book	Facilities Planning, James A Tompkins, Wiley, 3 rd edition, 2010				

INFORMATION SYSTEMS & ANALYTICS CONCENTRATION

Focus Area 1: General IT Management

P15BATE501	E-Commerce*	L:T:P::1:1:1	3 credits		
Objectives	<ul style="list-style-type: none"> Describe various technology infrastructure related to e-commerce Illustrate systematic approach in developing specification for building e-commerce website Provide an overview on various e-commerce activities 				
Content	Topics	L	T	P	
	Introduction to e-commerce: business models and concepts Eight key elements of a business model B2C,B2B,C2C,P2P Intro to M-Commerce Business models Intro to Location based commerce Role of web in business	2	3	0	
	Technology infrastructure: Internet and www-building an e-commerce website- online security and payment systems The internet:technologybackground,The internet today, Internet II- future infrastructure,The world wide web, The internet and web:features Building an E-commerce web site: systematicapproach,choosing server software, hardware and other site tools Security environment, threats, technology solutions, payment systems	3	3	10	
	Business concepts and social issue: marketing concepts and communication- ethical, social and political issues The internet audience and consumer behaviour,internet marketing technologies, B2C and B2B E-Commerce marketing and branding strategies Marketing communication,understanding the cost and benefit of online marketing communication, website as a marketing communication tool Understanding ethical,social, and political issues in E-commerce, privacy and information right, intellectual property right, governance,public safety and welfare	3	3	6	
	E-commerce in action- an overview :online retailing and services-online content and media- social networks ,auctions and portals b2b e-commerce, Collaborative commerce Retail sector,E-tailing business models,The service sector offline and online Online content, online publishing industry,online entertainment industry Social network and online communities,onlineauction,e-commerce portal, B2B ecommerce and supply chain management,netmarketplaces,private industrial network	3	3	6	
	Total hrs	11	12	22	
Learning Outcomes	<ul style="list-style-type: none"> Explain the various e-commerce business models and underlying technologies (1.1) Develop specification for building e-commerce website (1.3,1.4,2.1,2.2,2.3, 3.1) 				
Text Book	E-Commerce, Business technology society, 4 th edition, Kenneth. C. laudon and Carol Guerciotraver, Pearson				

*Mandatory Courses

Focus Area 1: General IT Management

P15BATE502	Information Technology Strategy & Governance	L:T:P::1:1:0	2 credits		
Objectives	<ul style="list-style-type: none"> • Discuss the basics of IT strategy and its alignment with business strategy • Describe the process of setting the IT strategy 				
Content	Topics	L	T	P	
	Introduction – IT strategy	3	3	0	
	IT strategy: setting the base-fixing the objectives and area of focus-project and activities to meet the objectives-optimising technology- summarising the strategy	6	6	0	
	Communication and governance : Communication plan – Outline of strategy governance	6	6	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Outline the basics of IT strategy and governance (1.1) • Evaluate existing operating environment and develop appropriate IT strategy in an organisation (1.3,1.4,2.1,2.2) 				
Text Book	IT Strategy & Technology Innovation, 2012 David McKean & Ventus publishing Aps				

Focus Area 1: General IT Management

P15BATE503	Digital Business Innovation	L:T:P::0:1:0			1 credit		
Objectives	<ul style="list-style-type: none"> Introduce growing digital system trends Describe the work practices and identify the digital transformation Discuss various business models with reference to strategic innovation 						
Content	Topics				L	T	P
	Latest Digital system trends: big data, cloud computing, mobile services, IT consumerization, social listening				0	5	0
	Digital management trends: digital work and collaboration – collaboration types –digital business identity				0	5	0
	Digital innovation trends: Business model and strategic innovation – Digital business model innovation – Conceptualization - Innovation practices – Internet of Things				0	5	0
	Total hrs				0	15	0
Learning Outcomes	<ul style="list-style-type: none"> Explain digital system trends (1.1) Analyse the gap with legacy system and recommend suitable digital business solution(1.3,1.4,2.1,2.2,2.3) 						
Text Book	Trends and Challenges in Digital Business Innovation, Vincenzo Morabito, Springer Science & Business Media, 04-Feb-2014						

Focus Area 1: General IT Management

P15BATE504	Knowledge Management	L:T:P::1:2:0	3 credits		
Objectives	<ul style="list-style-type: none"> • Provide a managerial perspective on the knowledge management systems • Introduce various phases in implementing KMS • Illustrate KMS blueprint • Summarize leadership & people role in KMS 				
Content	Topics	L	T	P	
	Introduction: Origin of knowledge-classifying knowledge-business & knowledge	1	2	0	
	Knowledge Management Road Map	2	4	0	
	Infrastructure evaluation: Analysis for existing infrastructure-aligning KMS & business strategy	3	5	0	
	KM Systems : analysis ,design and development: KM platform, knowledge audit and analysis	3	5	0	
	KM Architecture: components of KMS- integrative and interactive knowledge applications-developing the system	2	4	0	
	KMS deployment: prototyping and deployment Introduce eXo platform – open source tool	2	6	0	
	Managing KMS: forming knowledge management team- leadership and reward structures. Discuss how KM differs from one industry to another using cases.	2	4	0	
	Total hrs	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • Outline the basic concepts behind KMS (1.1) • List the various steps for installing KMS (1.3) • Construct a simple model for KMS (1.4,2.1,2.2,2.3) 				
Text Book	The knowledge management tool kit, AmritTiwana, Pearson 2 nd edition.				

Focus Area 1: General IT Management

Course Title	Cyber Security	L:T:P::1:1:0	Optional	2 credits		
Objectives	<ul style="list-style-type: none"> Discuss the basics of information security. Describe the process of planning and setting the security strategy in organization. 					
Content	Topics			L	T	P
	Introduction to management of information security- what is security, principles of information security management- applying project management to Security			3	3	0
	Planning for security- introduction- role of planning, information security governance, planning for information security implementation. Planning for contingencies- fundamentals of contingency planning, components of contingency planning.			6	6	0
	Information security policy- why policy, enterprise information security policy, guidelines for information security policy. Developing information security program- security in large, small and medium organisations-placing IS within organisations-components of security program – IS roles and Titles- implementing security programs.			6	6	0
	Total Hrs			15	15	0
Learning Outcomes	<ul style="list-style-type: none"> Outline the basics of information security and governance (1.1) Understand security policy and develop appropriate security strategy in an organisation (1.3,1.4,2.1,2.2) 					
Text Book	<ul style="list-style-type: none"> Management of Information Security ,Michael Whitman, Herbert Mattord ,fourth editionCengage Learning, 07 Oct-2013. 					

Focus Area 2: IT Project Management

P15BATE506	Software Project Management	L:T:P::1:2:0			3 credits
Objectives	<ul style="list-style-type: none"> • Introduce basic SPM concepts • Provide overview of project planning, evaluation, approach and risk • Illustrate software efforts estimation • Describe various activities involved in software project • Discuss on managing contracts, people and organizing teams 				
Content	Topics	L	T	P	
	Introduction - Project planning and Evaluation: SPM activities- Categorizing projects-problems in software projects-management control-various steps in project planning-strategic 7 technical assessment-cash flow-risk evaluation	3	6	0	
	Project approach and Effort estimation: Choosing technologies-technical plan-choice of process model-effort estimation	3	6	0	
	Activity planning and risk management: Project schedule-Network planning models-activity float-Nature of Risk, type, evaluation & managing risk	4	8	0	
	Resource allocation, monitoring & control	3	6	0	
	Managing contracts, people and organizing teams	1	2	0	
	Software Quality	1	2	0	
	Total hrs	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • Outline the various phases in SPM (1.1) • Apply simple software estimation techniques (1.3, 1.4) • Identify types of risks involved in SPM (1.1,1.3) • Evaluate all key activities in SPM (1.3, 2.1, 2.2, 2.3, 3.1) 				
Text Book	Software Project Management, Bob Hughes and Mike Cotterell, Tata McGraw-Hill, Third edition				

Focus Area 2: IT Project Management

P15BATE507	Enterprise Resource Planning & Management*	L:T:P::1:2:0	3 credits		
Objectives	<ul style="list-style-type: none"> • Introduce basics of ERP in an organisation • Take through different phases of ERP implementation • Introduce various functional modules in ERP • Discuss different ERP packages and current trends 				
Content	Topics	L	T	P	
	Introduction to ERP : Concepts-Risks-benefits-technology	2	3	0	
	ERP Implementation : lifecycle-package selection-pre-implementation-ERP project team-vendors and consultant-change management-training-data migration –operations and maintenance- measuring the performance	4	8	0	
	Business modules : Overview of functional modules Finance manufacturing ,human resource, plant maintainence,materials management, quality management, marketing, sales distribution and service	4	8	0	
	ERP Market : Introducing various Packages SAP AG, Oracle, People soft, JD Edwards, QAD Inc.,SSA Global, MS dynamics	2	7	0	
	ERP present and future : Enterprise application integration,ERP and E-Business, ERP internet and WWW, ERP and total quality management, trends	3	4	0	
	Total hrs	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> • Outline various phases of ERP implementation(1.1) • Interpret the functions of each module and its integration with other modules(1.1,1.4) • Compare various ERP packages in market(1.1) 				
Text Book	ERP Demystified, LEON ,Tata McGraw-Hill Education, 2nd edition				

*Mandatory Courses

Focus Area 2: IT Project Management

P15BATE508	Fundamentals of Business Analysis	L:T:P::1:1:0	2 credits		
Objectives	<ul style="list-style-type: none"> • Introduce business analysis and role of business analyst • Explain techniques to identify business problems and needs • Discuss business requirements, solution approach and developing a business case 				
Content	Topics	L	T	P	
	<ul style="list-style-type: none"> • Introduction to business analysis – Foundation concepts 	4	0	0	
	<ul style="list-style-type: none"> • Exploring BA Knowledge areas – Planning and monitoring, Elicitation, requirement management and communication, Enterprise analysis, requirement analysis, solution assessment and validation 	9	11	0	
	<ul style="list-style-type: none"> • Application of knowledge areas to a project 	2	4	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Outline various approaches to identify business problems and /or opportunity(1.1) • Develop simple business case and solution approach(1.3,2.3) 				
Text Book	CBAP/CCBA Certified Business Analysis Study Guide by Susan Weese, Terri Wagner – Wiley publications				

Focus Area 3: Business Analytics

P15BATE509	Business Intelligence*	L:T:P::1:1:1	3 credits		
Objectives	<ul style="list-style-type: none"> Introduce the BI and data mining concepts. Outline the fundamental framework for OLAP, Data warehousing and Data mining in an organization. Illustrate SQL commands & queries. 				
Content	Topics	L	T	P	
	<ul style="list-style-type: none"> Introduction to Business Intelligence – Decision making, Source of data, OLAP, Development of BI Equipping the organisation for effective decision making,making the most of what you have got using BI Seeking the source OLAP and BI semantic model Beginning the development of BI 	2	2	2	
	<ul style="list-style-type: none"> Data ware house Concepts – Structures, Semantic model Creating data mart,integration services structure and components,using integration services for populating data mart. Multi dimensional BI semantic model- measures and dimension of OLAP cube,special features of OLAP cube,MDX scripting and queries. Creating Tabular BI semantic model,advanced features. 	3	3	5	
	<ul style="list-style-type: none"> Data mining- Introduction, working with data mining models Introduction to data mining,working with data mining models,exploration using data mining 	3	3	4	
	<ul style="list-style-type: none"> Delivering BI through SQL – Scripting, Queries, Reports MS BI client tools Integrating BI with applications 	2	2	11	
	<ul style="list-style-type: none"> Overview of Open source Tools – Tableau public, Orange 	1	2	0	
	Total hrs	11	12	22	
Learning Outcomes	<ul style="list-style-type: none"> Explain the concepts behind business intelligence(1.1) Develop simple SQL queries to make reports(1.4,2.3, 3.1) Experiment with the open source tools for data visualization(1.4,2.3) 				
Text Book	Delivering Business Intelligence with Microsoft SQL server – Brian Larson – Tata McGraw hill				

*Mandatory Courses

Focus Area 3: Business Analytics

P15BATE510	Data Mining & Predictive Analytics*	L:T:P::1:1:1			3 credits
Objectives	<ul style="list-style-type: none"> Introduce data mining and predictive analytics Illustrate multivariate data analysis & regression using R 				
Content	Topics	L	T	P	
	Introduction to data mining , predictive analytics and R	2	2	3	
	Data preprocessing - Data Cleaning - Handling Missing Data	1	1	0	
	Principal Component Analysis - dimension reduction	1	1	0	
	Logistic regression - Simple Example of Logistic Regression- Maximum Likelihood Estimation- Interpreting Logistic Regression Output	1	1	3	
	Decision trees-Classification regression	1	1	3	
	Neural networks - Input and Output Encoding, Neural Networks for Estimation and Prediction, Simple Example of a Neural Network	1	1	3	
	Naïve Bayes estimation and Bayesian networks - Bayesian Approach, Naïve Bayes Classification, Clothing Purchase Example	1	1	3	
	Clustering –hierarchical-K means- sequence	1	1	3	
	Association rules - Affinity Analysis and Market Basket Analysis	2	3	4	
	Total hrs	11	12	22	
Learning Outcomes	<ul style="list-style-type: none"> Explain the concepts behind data mining and predictive analytics. (1.1) Utilize R to apply appropriate techniques to solve business problems.(1.3,1.4,2.1,2.2,2.3, 3.1) 				
Text Book	Data mining & predictive analytics ,Daniel T Larose ,Chantal D.Larose, John Wiley & Sons, 2 nd Edition, 2015				

*Pre requisite – Minimum 'B' grade in Business Statistics course is required

Focus Area 3: Business Analytics

P15BATE511	Big Data Analytics & Data Science*	L:T:P::1:1:1	3 credits		
Objectives	<ul style="list-style-type: none"> • Introduce foundation of big data • Discuss technology behind big data analytics • Describe text analytics • Explain big data management environment 				
Content	Topics	L	T	P	
	Introduction to big data analytics and lifecycle	2	0	0	
	Technology foundations for big data -Big data technology components Virtualisation, Cloud and big data	2	2	0	
	Big data management – Operational databases, Mapreduce fundamentals, The Hadoop foundation and Ecosystem	3	3	10	
	Analytics and Big Data - Defining big data analytics using R,Understanding Text analytics	3	3	8	
	Big data implementation – Integrating Data Sources,Dealing with real-time data streams,Applying big data in your organisation	2	2	4	
	Security and governance for big data environment	0	2	0	
	Total hrs	12	12	22	
Learning Outcomes	<ul style="list-style-type: none"> • Explain basics of big data analytics and its life cycle (1.1) • Utilise R to do descriptive statistics (1.3,1.4) • Outline foundations of big data technology (1.1,1.2) • Interpret the patterns and trends in text analytics (1.3,1.4,2.3) • Summarise the security and governance aspects of big data management (1.1) 				
Text Book	Big Data For Dummies, Judith Hurwitz, Alan Nugent, Fern Halper, Marcia Kaufman John Wiley & Sons, 2013				

*Pre requisite – Minimum 'B' grade in Business Statistics course is required

Focus Area 3:Business Analytics

P15BATE512	Digital Analytics*	L:T:P::0:1:0	1 credit		
Objectives	<ul style="list-style-type: none"> • Introduce web analytics concepts • Illustrate techniques and tools for web analytics • Discuss measurable outcome of web analytics 				
Content	Topics	L	T	P	
	• Introduction to web analytics	0	3	0	
	• Strategy for choosing web analytics	0	3	0	
	• Click stream analytics : metrics-bounce rate, exit rate, conversion rate	0	2	0	
	• Measuring outcomes: quantifying economic value, measuring b-2-b websites	0	2	0	
	• Emerging analytics: social, mobile and video	0	5	0	
	Total hrs	0	15	0	
Learning Outcomes	<ul style="list-style-type: none"> • Outline basic web analytics concepts (1.1) • Analyse a website through simple web analytics and infer performance (1.4,2.3) 				
Text Book	Web analytics a hour a day, Avinash Koushik, sybex ,edition 2007				

* Pre requisite – Minimum 'B' grade in Business Statistics course is required

ENTREPRENEURSHIP CONCENTRATION

Focus Area: Entrepreneurship

P15BATE601	Managing Innovation*	L:T:P::1:2:0	3 credits		
Objectives	<ul style="list-style-type: none"> Introduce the concepts of innovation networks, idea brokering and open innovation Enable students to develop innovation processes and structures Discuss the challenges of innovation in large and small firms Bring out the strategies most effective for exploiting innovations 				
Content	Topics	L	T	P	
	Exploring innovations —Defining Innovation, Creative Destruction as Innovation's Outcome, Innovation's Value Proposition for Entrepreneurs, New Models of Innovation for Entrepreneurs, Life Span of an Innovation. Breakthrough, Disruptive, Game changer and incremental innovations.	4	8	0	
	Executing innovations — Drucker's Seven Sources of Innovation Opportunity, How Innovations Disrupt the Marketplace, Innovation in the Value Chain, How to Recognize a Winning Innovation Idea, Ways Technology Can Be a Source of Innovation, Three Framed Views of the Innovation Process, Steps in the Innovation Process, Creative Roles and Innovation, TRIZ.	4	8	0	
	Exploiting innovations —Strategic Alliances and Open Innovation, Blue Ocean Strategy, Get an Innovation to Market, Benchmarking, Lead User Research, Elements of an Innovation Portfolio, Frugal innovation, Innovation for the bottom of the Pyramid	4	8	0	
	Renewing innovations — Developing Products and Services to fit the Market, Keys to Developing Winning Business Models, Organizing innovation, Management of Research & Development.	3	6	0	
	Total hrs	15	30	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the strategic innovation process (1.1) Apply innovation concepts in intrapreneurial and entrepreneurial context.(1.3,2.2) Identify, evaluate, and resolve a variety of issues relating to poor innovative performance in large firms as well as entrepreneurial firms. (1.3,2.3) 				
Reference Books	<ul style="list-style-type: none"> Innovation at the Edge: How organizations evolve and embed innovation capability– Tim Jones. The New Age of Innovation: Driving Cocreated Value Through Global Networks, by C. K. Prahalad, M. S. Krishnan 8 steps to Innovation: Vinay Dabholkar & Rishikesh T.Krishnan 				

*Mandatory Course

Focus Area: Entrepreneurship

P15BATE602	Design Thinking*	L:T:P::1:1:1			3 credits
Objectives	<ul style="list-style-type: none"> Introduce key tenets of design thinking Involve students in research to understand the problem and the users for the designed environment. Immerse into a problem to understand the views and thoughts of various stakeholders. Build a rigorous and elegant argument for design 				
Content	Topics	L	T	P	
	Introduction to Design Thinking	1	0	0	
	Search for a problem, gather knowledge and gain inspirations	4	0	0	
	Synthesis of a POV – read patterns, map meanings and find opportunities	4	4	0	
	Ideate, Prototype and Test – visualize creative ideas and stimulate models	4	4	0	
	Human Centered Design Tool kit	1	4	0	
	Project work – create a sustainable innovation plan	0	0	20	
	Total hrs	13	12	20	
Learning Outcomes	<ul style="list-style-type: none"> Build integrative thinking to improve decision making. (2.3) Formulate design thinking in addition to the creation of innovative objects and places, to the development of new processes, services, interactions and collaborations. (1.1,1.3,2.3) Demonstrate design thinking to understand emotions and heuristics(1.1,3.2) 				
Reference Books	<ul style="list-style-type: none"> Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation – September 29, 2009 by Tim Brown http://www.ideo.com/images/uploads/hcd_toolkit/IDEO_HCD_ToolKit.pdf 				

*Mandatory Courses

Focus Area: Entrepreneurship

P15BATE603	Start Up Tools & Methods	L:T:P::0:2:0	2 credits		
Objectives	<ul style="list-style-type: none"> Discuss methods to define, document and validate a business model Enable students get, keep and grow customers Gain insights on how to raise capital 				
Content	Topics	L	T	P	
	Tools for Planning – Business model exploration, defining a business plan – markets and customers, market expansion strategies. Business model canvas, value proposition canvas.	0	5	0	
	Tools for launching – Registration, Banking, Licenses and agreements, Action documents and metrics for evaluation, Working capital analytics – Credit collection, inventory and vendor policies.	0	5	0	
	Tools for marketing – validate the prototype, Digital marketing strategy, customer discovery, customer development & analytics, marketing plan, Branding, identify and evaluate channels.	0	10	0	
	Tools for Finance – Raising startup capital, bank loan application process, VC application process, Financial statements for the future, Cash flow and Ratios, Risk and return, Cost of capital, Tax planning and legal framework for starting a venture.	0	10	0	
	Total hrs	0	30	0	
Learning Outcomes	<ul style="list-style-type: none"> Design a business model using the planning, marketing and the financial tool kit.(1.3,2.2) 				
Reference Books	<ul style="list-style-type: none"> Lean Analytics: Use Data to Build a Better Startup Faster by Alistair Croll, Benjamin Yoskovitz The Lean Entrepreneur: How Visionaries Create Products, Innovate with New Ventures, and Disrupt Markets, by Brant Cooper and Patrick Vlaskovits Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers Paperback by Alexander Osterwalder, Yves Pigneur 				

Focus Area: Entrepreneurship

P15BATE604	Social Entrepreneurship Management	L:T:P::0:1:1			2 credits
Objectives	<ul style="list-style-type: none"> To Gain managerial and leadership skills necessary for building organizations and ecosystems that address social problems. To Develop and scale high-performing social enterprises - be they nonprofit, for-profit, or hybrid organizations. To Gain the ability to navigate conflicting goals, fragmented capital markets, and complex performance measures. 				
Content	Topics	L	T	P	
	Introduction to Social entrepreneurship - Theory and practices of social entrepreneurship and innovation within various social issues and topics, including social impact markets, performance measurement, and theory of change.	0	2	3	
	Conceptual framework - Non for profits and sustainable social ventures, Methods to identify potential social venture opportunities- Social problem identification and need study. Social entrepreneurship within large organizations, Legal structures for social entrepreneurship.	0	2	3	
	Assessment & Evaluation - Capacity building - 5C's of social change, methods to assess and evaluate social entrepreneurship, Impact financing,	0	2	3	
	Tools for social entrepreneurship – seven tools or models of social entrepreneurship, Key components of planning, financing, leading, managing, accounting and evaluating a social venture. Develop a business plan for an enterprise to solve a social problem.	0	2	3	
	Cases on starting a social venture, success and failures - Hands on cases from diverse industries such as health, education, environment, youth services, and poverty alleviation - as a basis for identifying general management lessons that cut across industries	0	7	3	
	Total hrs	0	15	15	
Learning Outcomes	<ul style="list-style-type: none"> Discuss mission and strategy that integrates business models with social change models. (1.1,2,3,3.2) Model the performance management systems to measure and generate social returns for society.(1.2,2.2,2.1,3.1) Build business models that impact the society.(1.3) 				
Reference Books	How to Change the World: Social Entrepreneurs and the Power of New Ideas – 2004 by David Bornstein				

Focus Area: Entrepreneurship

P15BATE605	Family Business Management	L:T:P::1:1:0	2 credits		
Objectives	<ul style="list-style-type: none"> Introduce family business management, its opportunities and challenges. Develop and strengthen theory and practices in FOB. 				
Content	Topics	L	T	P	
	Introduction to FBM – Understanding Family owned Businesses, Three circle model of Tagiuri & Davis, Management overview, Ownership and family issues in family run companies, Culture, values, strengths & vulnerabilities, foundations for family business success, family business in India	3	6	0	
	Ownership in family business management – Types of business families, impediments to family discipline, Life cycle of family businesses, Dynamics of family interaction within the business culture, conflict resolution, estate planning and succession planning	2	3	0	
	Governance of the family business owners – Ownership governance activities, Ownership plans, Heir selection and importance of inheritance of family ownership, statements, policies, rules and agreements, governance structure.	2	2	0	
	Governance of the business family – Objective of the business family governance, structure and activities, family assembly, council, family constitution, Plans, statements, policies, rules and agreements. Family conflict & arbitration.	3	2	0	
	Governance of family business – Business governance structure and activities, purpose and responsibilities of the board of directors, composition of the board of directors, Board meetings, Performance evaluation of the board of directors, Board leadership.	3	3	0	
	Sustainability of family businesses - Best practices and emerging trends in the next generation of family business, How to create an enterprising family business - diversification as a strategic tool, People, community and the environment.	2	5	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Take part in the management of family businesses, either their own or work with them.(1.3,2.1,2.2,2.3,3.1) Analyze business, personal and family issues found in family owned and managed companies. (1.2,2.3) Dissect the managerial, strategic, financial and behavioral complexities in these firms.(1.3,2.3,3.2) 				
Reference Books	<ul style="list-style-type: none"> Family Business, April 2015 by J. Ernesto Poza 				

Focus Area: Entrepreneurship

P15BATE606	Managing Franchising Businesses	L:T:P::1:1:0			2 credits
Objectives	<ul style="list-style-type: none"> To provide an overview of franchising as a concept, its evolution To understand the strategy adopted by franchisers to expand geographically. To develop a franchise system from the perspective of a franchisor who wants to pursue growth through the franchising route. To understand the financial aspects of managing a franchise from a perspective of a franchisee. 				
Content	Topics	L	T	P	
	Introduction to Franchising – History and overview, International franchising, Models in franchising	3	3	0	
	Recognizing franchising opportunities – Assessing franchise feasibility, Franchisor business plan, and procedure for securing franchising license. Revenue models in franchising business.	3	3	0	
	Franchising market process – selling & marketing research, franchise feasibility, co branding	3	3	0	
	Franchisors operation process – location and site selection, Accounting & Financial management – financing the franchised business, Information systems and Legal Aspects of Franchising	3	3	0	
	Managing the Franchise Relationships – franchisor support services, franchisor-franchising conflicts, social responsibility and business ethics.	3	3	0	
	Total hrs	15	15	0	
Learning Outcomes	<ul style="list-style-type: none"> Explain the franchising principles (1.1) Discuss roles of the franchisors and franchisee in a successful franchise system (1.2) Evaluate and compare franchise opportunities(1.3) 				
Reference Books	<ul style="list-style-type: none"> Franchising 101: The Complete Guide to Evaluating, Buying and Growing Your Franchise Business Paperback – April 1, 1998 by The Association of Small Business Development Centers (Author), Ann Dugan (Editor) Franchising, Dec 14, 2007, by Richard J. Judd and Robert T. Justis 				

Focus Area: Entrepreneurship

P15BATE607	Start-up Launchpad*	L:T:P::0:0:3	3 credits		
Objectives	<ul style="list-style-type: none"> To provide a experiential learning opportunity to build companies 				
Content	Topics	L	T	P	
	Customer Development - Value Proposition, Customer Segments, Revenue Streams, Key Resources, Customer Development Processes Minimum Viable Product, Market Opportunity Analysis	0	0	10	
	Customer Segments - Product Market Fit, Rank and Day in the Life, Multiple Customer Segments, Market Types Introduction: Existing, Resegmented, New, Clone ,Consequences of Not Understanding a Market	0	0	10	
	Channels - Distribution Channels Overview, Web Distribution, Physical Distribution, Direct Channel Fit, Indirect Channel Economics, OEM Channel Economics	0	0	10	
	Revenue Models - Revenue Streams and Price, Direct and Ancillary Models, Common Startup Mistakes, Market Types and Pricing, Single and Multiple Side Markets, Revenue First Companies, Market Size and Share	0	0	10	
	Resources, Activities, Partners and Costs- Four Critical Resources, Financial Resources, Human Resources, Qualified Employees and Culture, Intellectual Property Overview	0	0	5	
	Total hrs	0	0	45	
Learning Outcomes	<ul style="list-style-type: none"> Develop and test ideas by gathering massive amounts of customer and marketplace feedback. (3.2) Validate ideas with real-life customers. (1.3,2.3) Identify real pain points and unmet needs of customers. (1.2) Design solution and establish a suitable business model.(2.3,3.2) Identify key resources, partners, activities, and distribution channels required to deliver to the customer(3.3,2.2) 				
Reference Books	<ul style="list-style-type: none"> StevenBlank,FourStepstotheEpiphany, http://www.stevenblank.com/books.html AlexanderOsterwalder&YvesPigneur, BusinessModel Generation, http://www.businessmodelgeneration.com/order.php Jessicalivingston,FoundersatWork, http://www.amazon.com/gp/product/1590597141 The Lean Startup, Eric Ries The Startup owner's manual – Steve Black and Bob Dorf 				

*Mandatory Course

Focus Area: Entrepreneurship

P15BATE203	Negotiation Skills**	L:T:P::1:0:0	1 credit
P15BATE217	Business at the base of the Pyramid	L:T:P::1:0:0	1 credit

** Common course. Course content in the marketing concentration

Focus Area: Entrepreneurship

P15BAPE608	Campus start-up Project	L:T:P::0:0:6	6 credits
<p>Campus start-up Project</p> <p>The objectives of the project are to build a student start-up culture and give hands on experience in starting new ventures in the campus. The project will help students apply concepts and techniques from functional areas of management in the context of start-up ventures.</p> <p>The student can earn 6 credits and a maximum of 150 marks needed in the IV semester launching a campus start-up in the II and III semester. Students undergoing Campus start-up project will be waived off for the 6 credits to be earned from the elective theory courses during the IV semester. The campus startup should be launched in the II or III semester and should be operational during the III & IV semester.</p> <p>The maximum marks for CAM & ESM shall be for 75 marks each. CAM will be given by the internal review committee appointed by HOD which will include the supervisor by conducting two reviews. Attendance is mandatory for all reviews. The student will present the progress to the committee. The End Semester Exam for the Project will be based on the reflection report and a Viva-Voce Examination by a panel consisting of the supervisor and an external examiner appointed by the COE. The program will be evaluated through CAM (50%) and End year presentation and Viva- Voce (50%) and reflected in the IV semester.</p> <p>If a student does not carry out the project or is absent through the project period the project should be carried out in the next semester. If the student has carried out the project work but fails to submit the report on Project Work on or before the specified date, he/she is deemed to have failed in it. The project may be submitted before the supplementary exam and supplementary viva-voce may be conducted based on the approval of the HoD. If a student gets less than 50% in the project, he/she will either (1) redo the project in the subsequent semester or (2) submit a redrafted project report with additional information as instructed by the examiners and appear for the viva voce examination as a supplementary exam. In case, the examiners are satisfied with the project report, but not with the oral viva-voce, the candidate will appear for viva-voce in the as a supplementary exam.</p> <p>Eligibility Criteria: Student who demonstrates commitment, professionalism, enthusiasm and execution skills will be absorbed for the program</p> <ol style="list-style-type: none"> 1. Students who apply for the project should have completed an intensive three month in any of the registered student start- up in campus or campus start-ups must be at least in the prototype stage where ideas must have been fully developed into functional products/ services that can be offered to prospective customers and approval to start-up from various stake holders have been completed legally. 2. Campus start-ups must be led by student entrepreneurs and the applicant should be actively involved in running day to day operations and the strategic decision making of the business. Each Student should be a part of a 5-10 member team. If, they are part of a larger team, applications from students forming the core team will be considered. 3. Students will be recruited to the program through an application of their solid concept and their contribution to the business by a panel appointed by the HOD. 			