



## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

*Minimum Credits to be earned for the Award of the Degree: 96*

*Minimum Duration: 2 years ( 4 Semesters)*

*Maximum Duration: 3 years (6 Semesters)*

### **1. Programme Outcomes**

PO 1-Develop strong foundation of theoretical knowledge of business management and ability to apply the same in actual business situation

PO 2-Develop critical thinking

PO 3-Develop problem solving ability

PO 4-Develop technical skills

PO 5- Ability to communicate effectively with different stakeholders

PO 6- Capability to work in diverse teams

PO 7- Develop value based leadership

PO 8- Foster professionalism at work

PO 9- Imbibe ethical and socially responsible behavior in all dealings

PO 10- Keep the knowledge of global business environment updated

PO 11- To inculcate the spirit of entrepreneurship

### **First Semester**

#### **Core Courses**

<b>Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CH</b>	<b>CR</b>
BA 551	Management Fundamentals	3	0	0	3	3
BA 552	Business Communication and Negotiation	3	0	0	3	3
BA 553	Financial Accounting	3	0	0	3	3
BA 554	Information Technology Management	2	0	1	4	3
BA 555	Managerial Economics	4	0	0	4	4
BA 556	Quantitative Technique	3	0	0	3	3
BA 557	Organization Behaviour	3	0	0	3	3

**Total Credit in Semester 1:- 22**

### **Second Semester**

#### **Core Courses**

<b>Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CH</b>	<b>CR</b>
BA 581	Research Methods in Business	3	0	0	3	3
BA 582	Financial Management	3	0	0	3	3
BA 583	Business Law	3	0	0	3	3
BA 584	Operations Management	3	0	0	3	3
BA 585	Integrated Business Applications	3	0	1	5	4

BA 586	Marketing Management	3	0	0	3	3
BA 587	Human Resource Management	3	0	0	3	3

	CBCS (Optional MOOCS)					3
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**Total Credit in Semester 2:- 25**

**Third Semester**

**Core Courses**

Code	Course Name	L	T	P	CH	CR
BA 635	Strategic Management	3	0	0	3	3
BA 636	<b>General Elective</b> Operation Research/ Supply Chain Management					
BA 637		3	0	0	3	3
BA 638	Summer Internship Project	0	0	0	2	2
	Specialisation-A 1					3
	Specialisation-B1					3
	Specialisation-A 2					3
	Specialisation-B2					3
BA 639	Business Ethics and Social Responsibility	2	0	0	2	2
	CBCS (Optional MOOCS)					3

**Total Credit in Semester 3:- 25**

**Fourth Semester**

**Core Courses**

Code	Course Name	L	T	P	CH	CR
BA 645	Entrepreneurship Development Programme	2	0	0	2	2
BA 646	International Business and International Finance	3	0	0	3	3
	Specialisation-A 3					3
	Specialisation-B 3					3
	Specialisation-A 4					3
	Specialisation-B 4					3
BA 647	Dissertation					2
BA 648	Comprehensive Viva					2
	<b>General Elective</b>	3	0	0	3	3
BA 649	Business Analytics	2	0	1	4	3
BA 650	Knowledge Management	3	0	0	0	3
BA 651	Project Management					

**Total Credit in Semester 4:- 24**

**SPECIALISATION COURSES (Third and Fourth Semesters)**

(Students are to take any two specializations from the areas mentioned below. Students can choose the total credit requirement out of the basket of papers offered within a specialization in a particular Semester)

**AREA-1: FINANCE**

(Total of 12 Credits Spread over Semester 3 & 4)

Code	Course Name	L	T	P	CH	CR
BA 655	Security Analysis & Portfolio Management	3	0	0	3	3
BA 656	Advanced Financial Management	3	0	0	3	3
BA 657	Taxation	3	0	0	3	3
BA 658	Financial Engineering	3	0	0	3	3
BA 659	Financial Institutions & Financial Services	3	0	0	3	3

BA 660	Management of Banking Operations	3	0	0	3	3
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**AREA-2: HUMAN RESOURCE MANAGEMENT**  
(Total of 12 Credits Spread over Semester 3 & 4)

Code	Name of the Papers	L	T	P	CH	CR
BA 664	Human Resource Development	3	0	0	3	3
BA 665	Labour Law	3	0	0	3	3
BA 666	Industrial Relations	3	0	0	3	3
BA 667	Social and Industrial Psychology	3	0	0	3	3
BA 668	Talent Acquisition and Management	3	0	0	3	3
BA 669	Compensation and Benefits	3	0	0	3	3
BA 670	Organization Effectiveness and Change	3	0	0	3	3
BA 671	Cross Culture and International HRM	3	0	0	3	3

**AREA-3: MARKETING MANAGEMENT**  
(Total of 12 Credits Spread over Semester 3 & 4)

Code	Name of the Papers	L	T	P	CH	CR
BA 673	Understanding Consumers					
BA 674	Services Marketing	3	0	0	3	3
BA 675	Social Marketing	3	0	0	3	3
BA 676	Digital Marketing					
BA 677	Integrated Marketing Communication	3	0			3
BA 678	Contemporary Retailing	3	0	0	3	3
BA 679	Relationship Marketing and Salesmanship	3	0	1	3	3
BA 680	Product and Brand Management					
BA 681	Rural Marketing	3	0	0	3	3

**AREA-4: OPERATIONS MANAGEMENT**  
(Total of 12 Credits Spread over Semester 3 & 4)

Code	Course Name	L	T	P	CH	CR
BA 682	Material Management & Inventory Control	3	0	0	3	3
BA 683	Quality Management	3	0	0	3	3
BA 684	Logistics and Transportation Management	3	0	0	3	3
BA 685	Process Certification	3	0	0	3	3
BA 686	Advanced Operation Research & Optimization	3	0	0	3	3
BA 687	Technology and Innovation Management	3	0	0	3	3

**AREA-5: INFORMATION TECHNOLOGY**  
(Total of 12 Credits Spread over Semester 3 & 4)

Code	Course Name	L	T	P	CH	CR
BA 691	Database Management System	2	0	1	4	3
BA 692	Object Oriented Analysis & Design	2	0	1	4	3
BA 693	Software Engineering	2	0	1	4	3
BA 694	Web Designing	2	0	1	4	3
BA 695	Operating Systems	2	0	1	4	3
BA 696	Networking & Communication	3	0	0	3	3
BA 697	Data Mining	3	0	0	3	3

## **COURSE OUTCOME**

### **Course Code: BA 551 (C1)**

#### **Course Name: Management Fundamentals**

##### **Course Outcome 1-**

At the end of this course, the participants of the course would be able to

- Describe and to understand the dynamic business environment. [PO 1]
- Imbibe critical thinking approach on organisational issues. [PO 2]
- Acquire managerial skills in a dynamic and diverse environment. [PO 3]
- Understand the different schools of thought and evolutionary business functions. [PO 1]
- Contemporary management theories and critically examine the practices. [PO 2]
- Understand the business verticals of emerging markets. [PO 3]

### **Course Code: BA 552 (C2)**

#### **Course Name: Business Communication and Negotiation**

##### **Course Outcome 2-**

At the end of this course, the participants of the course would be able to

- Demonstrate their knowledge of communication and negotiation skills. [PO 4]
- Integrate their knowledge of communication and negotiation skills. [PO 8]
- Articulate professionally, both in written and oral forms. [PO 5]

### **Course Code: BA 553 (C3)**

#### **Course Name: Financial Accounting**

##### **Course Outcome 3-**

At the end of this course, the participants of the course would be able to

- Acquire conceptual knowledge of basics of accounting. [PO 1]
- Identify events that need to be recorded in the accounting records. [PO 1]
- Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP. [PO 3]
- Describe the role of accounting information and its limitations. [PO 2]
- Equip with the knowledge of accounting process and preparation of final accounts of sole trader as well as corporate. [PO 4]
- Interpret of financial statements. [PO 2]

### **Course Code: BA 554 (C4)**

#### **Course Name: Information Technology Management**

##### **Course Outcome 4-**

At the end of the course, the participants of the course would be able to

- Identify the components of computer hardware, software and networking. [PO 1]
- Discuss the fundamentals of Ecommerce. [PO1]
- Prepare well formatted documents using MS Word. [PO 4]
- Analyse data using MS Excel. [PO 4]
- Prepare effective presentation using MS PowerPoint. [PO 4]
- Design presentable websites using MS Front Page. [PO 4]
- Design database using MS Access. [PO 4]

### **Course Code: BA 555 (C5)**

**Course Name: Managerial Economics****Course Outcome 5-**

At the end of the course, the participants of the course would be able to

- To develop understanding and analytical skill in the appraisal of contemporary developments in the world economy with special importance to Indian economy. [PO 1, PO 2, PO 3, PO 10]

**Course Code: BA 556 (C6)****Course Name: Quantitative Technique****Course Outcome 6-**

At the end of the course, the participants of the course would be able to

- Apply some basic mathematical and statistical techniques for business decision making. [PO1]
- Assess the different quantitative techniques and use them when appropriate. [PO 4]
- Formulate a suitable quantitative problem, obtain a solution and interpret important features of this solution in a business decision making context. [PO 2]
- Familiarize with spreadsheets and other relevant computer software and demonstrate the advantages they possess for quantitative analysis. [PO 3]

**Course Code: BA 557 (C7)****Course Name: Organization Behaviour****Course Outcome 7-**

At the end of the course, the participants of the course would be able to

- Draw theoretical knowledge of different components in the area of Organization Behaviour. [PO1]
- Outline the different facets of appropriate human behaviour at the work place at the individual, group and organization level that would include developing the right mind-set, value based leadership, motivated and engaged team players and suitable organization culture. [PO 2, PO 5, PO 7]
- Apply the above knowledge for better management of human behaviour at workplace for organization effectiveness. [PO 8]

**Course Code: BA 581(C8)****Course Name: Research Methods in Business****Course Outcome 8-**

At the end of the course, the participants of the course would be able to

- To skill the students with different methods of conducting scientific research. [PO 4]
- To equip the students to use statistical tools in order to analyse quantitative and qualitative data. [PO 3]
- To skill them to conduct surveys and other data collection procedures. [PO 4]
- To apply software in conducting business research. [PO 4]
- To equip the students to develop research report related to business sphere. [PO 8]

- To evaluate research reports prepared by others. [PO 3]

**Course Code: BA 582 (C9)**

**Course Name: Financial Management**

**Course Outcome 9-**

At the end of the course, the participants of the course would be able to

- The importance of this functional area of management. [PO1]
- Demonstrate understanding of capital budgeting and working capital management. [PO 2]
- You will be able to assess the financial health of the organization by using different techniques of analysis. [PO 3]

**Course Code: BA 583 (C10)**

**Course Name: Business Law**

**Course Outcome 10-**

At the end of the course, the participants of the course would be able to

- Explain the concepts in laws with respect to business dealings. [PO 1]
- Apply the national business laws to current business environment [PO 2]
- Analyses the principle of business and strategies adopted by business houses for various business decisions [PO 3]
- Integrate concept of business law with day to day business dealings. [PO 8]

**Course Code: BA 584 (C11)**

**Course Name: Operations Management**

**Course Outcome 11-**

At the end of the course, the participants of the course would be able to

- To provide basic concepts of operations of an organization (both service as well as manufacturing sector). [PO 1]
- To provide theoretical and practical exposure to operational tools and techniques for value addition of offerings by a firm. [PO 3]
- To provide a student of MBA program a rudimentary exposure to the fundamental aspects of operations, for effective and efficient management of that. [PO 1]

**Course Code: BA 585 (C12)**

**Course Name: Integrated Business Applications**

**Course Outcome 12-**

At the end of the course, the participants of the course would be able to

- Discuss features of MIS and ERP systems. [PO 1]
- Determine and assess information system requirements for organizations. [PO 2]
- Develop understanding of RDBMS to design. MIS [PO 4]
- Distinguish between core business processes of ERP applications. [PO 1]
- Demonstrate end to end workflow of ERP core modules in simulated exercises. [PO 2]

**Course Code: BA 586 (C13)**

**Course Name: Marketing Management**

**Course Outcome 13-**

At the end of the course, the participants of the course would be able to

- To understand the concepts of marketing management. [PO 1]
- To understand the marketing environment. [PO 1]
- To critically analyses the marketing environment. [PO 3]
- To develop marketing strategies for different products and under different market situations. [PO 8]

**Course Code: BA 587 (C14)****Course Name: Human Resource Management****Course Outcome 14-**

At the end of the course, the participants of the course would be able to

- Develop knowledge on the concepts and functions of Human Resource Management. [PO 1]
- Outline the best practices of HRM. [PO 2]
- Develop acumen for laying out effective HRM strategy for organizations. [PO 4]

**Course Code: BA 635 (C15)****Course Name: Strategic Management****Course Outcome 15-**

At the end of the course, the participants of the course would be able to

- Expose students to various perspectives and concepts in the field of strategic management. [PO 1]
- Understand the principles of strategy formulation, implementation and control in organizations. [PO 2]
- Develop skills for applying these concepts to the solution of business problems. [PO 4]
- Master the analytical tools of strategic management. [PO 4]

**Course Code: BA 636 (C16)****Course Name: Operation Research****Course Outcome 16-**

At the end of the course, the participants of the course would be able to

- Acquire working knowledge of quantitative techniques for decision making. [PO 1]
- Demonstrate practical know-how of using OR tools for managerial decisions. [PO 2]
- Define real life problems in a logical manner. [PO 3]
- Develop quantitative models for business scenarios. [PO 3]
- Solve complex problems using analytical or algorithm-based approaches. [PO 4]

**Course Code: BA 637 (C17)****Course Name: Supply Chain Management****Course Outcome 17-**

At the end of the course, the participants of the course would be able to

- Describe distribution and service delivery practices. [PO 1]
- Reduce inventory holding cost through innovative optimization and feed forward control. [PO 3]
- Identify market linkages that make firms strategically competitive. [PO 2]



- Define SCM best practices aimed on seamless logistics. [PO 1]
- Understand SC strategy to create competitive advantages for clusters & nations. [PO 1]
- Calculate parameters for effective inventory management and forecasting. [PO 3]

**Course Code: BA 639 (C19)**

**Course Name: Business Ethics and Social Responsibility**

**Course Outcome 18-**

At the end of the course, the participants of the course would be able to

- To investigate the different dimensions of CSR. [PO1]
- To assess how ethics can make corporate governance more responsible. [PO 3, PO 9]

**Course Code: BA 645 (C20)**

**Course Name: Entrepreneurship Development: Strategies & Models**

**Course Outcome 19-**

At the end of the course, the participants of the course would be able to

- To appreciate the existing strategies and models of entrepreneurial growth to compare with real-life situations. [PO 1, PO 11]

**Course Code: BA 646 (C21)**

**Course Name: International Business and International Finance**

**Course Outcome 20-**

At the end of the course, the participants of the course would be able to

- To develop skill in the appraisal of international trading environment and specialise in different branches of trading. [PO 4, PO 10]

**Course Code: BA 647 (C22)**

**Course Name: Dissertation**

**Course Code: BA 648(C23)**

**Course Name: Comprehensive Viva**

**Course Code: BA 649 (C24)**

**Course Name: Business Analytics**

**Course Outcome 21-**

At the end of the course, the participants of the course would be able to

- Develop a knowledge base on descriptive, diagnostic, predictive and prescriptive analytics techniques. [PO 1]
- Analyse data using appropriate business analytics techniques. [PO 3]
- Develop mathematical models for business scenarios. [PO 2]
- Solve complex problems using analytical or algorithm-based approaches. [PO 4]
- Utilise tools like R, MS Excel to analyse data. [PO 4]

**Course Code: BA 650 (C25)****Course Name: Knowledge Management****Course Outcome 22-**

At the end of the course, the participants of the course would be able to

- Distinguish between Data, Information and Knowledge. [PO 1]
- Explain the different forms of knowledge and its conversion. [PO1]
- Explain the importance of Knowledge Management. [PO 1]
- Discuss the different tools and technologies used in Knowledge Management. [PO 1]
- Describe the implementation process of Knowledge Management System. [PO 1]
- Design a knowledge management system. [PO 4]

**Course Code: BA 651 (C26)****Course Name: Project Management****Course Outcome 23-**

At the end of the course, the participants of the course would be able to

- To provide basic concepts of project proposal preparation, with emphasis on Feasibility Studies. [PO 1]
- To provide academic exposure to tools and techniques of project implementation. [PO 1]
- To expose the students to different aspects of project proposal preparation as well as implementation of the same. [PO 3]
- To acquire practical know-how in implementing and managing projects as expected of a Project team member, as well as a Project Manager. [PO 6, PO 7]
- To acquire working knowledge of project proposal preparation and analysis. [PO 4]

**Course Code: BA 655 (C27)****Course Name: Security Analysis & Portfolio Management****Course Outcome 24-**

At the end of the course, the participants of the course would be able to

- To understand theoretical and practical background in the field of investments. [PO 1]
- To design and manage equity as well as bond portfolios in the financial market. [PO3]
- To find out the valuation of equity and debt instruments. [PO 3]
- To measuring the individual stock as well as portfolio performances. [PO 4]
- To conduct equity research [PO 4]
- To start an entrepreneurial activity related to investment management [PO 11]

**Course Code: BA 656 (C28)****Course Name: Advanced Financial Management****Course Outcome 25-**

At the end of the course, the participants of the course would be able to

- Understand the role of a merchant banker. [PO 1]
- Be able to identify appropriate source of long term funds. [PO 2]
- Have a grasp of leasing, hire-purchase, mergers and acquisitions [PO 3, PO 4]
- Assess the performance of a company. [PO 4]
- Have a fair understanding about insurance, both life and non-life. [PO 1]

**Course Code: BA 657 (C29)**

**Course Name: Taxation**

**Course Outcome 26-**

At the end of the course, the participants of the course would be able to

- Providing an overview of the direct taxation system of India Knowledge of computation of income tax. [PO 1]
- Providing an idea on various avenues for tax planning and tax management. [PO 3]
- Creating Awareness on the compliance of tax laws. [PO 3]
- Enabling to file income tax returns. [PO 4]
- Taking occupation as tax consultants. [PO 11]

**Course Code: BA 658 (C30)**

**Course Name: FINANCIAL ENGINEERING**

**Course Outcome 27-**

At the end of the course, the participants of the course would be able to

- Understand the operational dynamics of financial derivatives. [PO 1]
- Demonstrate an ability to design financial instruments and risk management strategies using financial futures, options, swaps and others. [PO 4]
- Identify, formulate, and solve financial engineering problems of different market participants. [PO 4, PO 5]
- To have a fair understanding about the valuations of forwards, futures and options equity, commodity and currency derivatives. [PO 8]
- Use the data analysis and modelling tools necessary for valuation of financial derivative instruments and for risk management purposes. [PO 8]
- Understand and integrate diverse financial derivatives instruments across the globe. [PO 8]

**Course Code: BA 659 (C31)**

**Course Name: Financial institution and financial services**

**Course Outcome –**

- This course has not been offered yet due to non-availability of faculty members. Hence course outcomes have not yet been defined.

**Course Code: BA 660 (C32)**

**Course Name: Management of Banking Operations**

**Course Outcome 28-**

At the end of the course, the participants of the course would be able to

- Describe and interpret banking operations. [PO 1, PO2]
- Demonstrate understanding of credit and risk management of banks. [PO 1, PO2 ]

**Course Code: BA 664 (C33)**

**Course Name: Human Resource Development**

**Course Outcome 29-**

At the end of the course, the participants of the course would be able to

- Develop an understanding of theoretical knowledge and its application for identifying training and developmental needs of the individuals and organization from strategic point of view. [PO 1, PO 4]
- Laying down plans to address these needs effectively for the benefit of the organization as well as the individuals. [PO 4]
- Develop capability to design HRD plans for organizations. [PO 7, PO 8]

**Course Code: BA 665 (C34)**

**Course Name: Labour Law**

**Course Outcome 30-**

At the end of the course, the participants of the course would be able to

- Students shall develop foundation for interviewing; counselling and negotiation which they will need to perform in their join HR jobs. The course outcome especially helps in reducing the basic errors that would have been otherwise common in individuals who do not have a law background. Quality of representation increases. The outcome enhances understanding the interaction of legal analysis with human behaviour. Students learn to think from a legal point of view. The learners will understand the development and the judicial setup of Labour Laws and also learn the enquiry procedural and industrial discipline. [PO 1, PO 4, PO 8]

**Course Code: BA 666 (C35)**

**Course Name: Industrial Relations**

**Course Outcome 31-**

At the end of the course, the participants of the course would be able to

- To understand the different aspects of employee relations in today's organization. [PO 1]
- To explain the nuances of applying the complex and diverse concept of industrial relations with multi-stakeholder perspectives. [PO 3, PO 8]
- To create IR systems for different business ventures to promote team work and productivity. P4, PO 5]
- To design negotiation tactics actually used in industry [PO 3]
- To assess the development of industrial relation system in India along with the various aspects of industrial relations. [PO 3]

**Course Code: BA 667 (C36)**

**Course Name: Social and industrial Psychology**

**Course Outcome 32-**

At the end of the course, the participants of the course would be able to

- To assess the ways for understanding 'oneself' and 'the wok'. [PO1]
- To identify social, cognitive and personal component of different category of job. [PO 3, PO 4]
- To apply psychological theories and research in organizational settings to improve individual, team, and organizational performance. [PO 6, PO 7]

**Course Code: BA 668 (C37)**

**Course Name: Talent Acquisition and Management**

**Course Outcome 33-**

At the end of the course, the participants of the course would be able to

- Draw knowledge on the concept of Talent. [PO 1]
- Distinguish Talent Acquisition and Management from Recruitment and Human resource Management. [PO 2]
- Develop ability to write down talent/competence requirements against different job positions. [PO 4]
- Examine different Talent Management strategies. [PO 3]
- Develop skill to design a suitable Talent Acquisition and Management strategy/provide TA & TM solution. [PO 3, PO 8]

**Course Code: BA 669 (C38)**

**Course Name: Compensation and Benefits**

**Course Outcome 34-**

At the end of the course, the participants of the course would be able to

- To examine the importance of compensation in growing global economy. [PO 1, PO 10]
- To understand the components of a compensation system. [PO 1]
- To assess the process of determination of compensation. [PO 4]
- To design a strategic pay model for various jobs of an organisation. [PO 8]

**Course Code: BA 670 (C39)****Course Name: Organization Effectiveness and Change****Course Outcome 35-**

At the end of the course, the participants of the course would be able to

- Develop clarity of the concept as well as different components of Organization Effectiveness as well as that of change. [PO 1, PO 4]
- Develop skill to diagnosis problems and management of change that would include action planning, implementation and evaluation. [PO 4]
- Ability to write a vision/desired future state for an organization and propose Change/Organization Development interventions at the individual, group, organization and inter-organization level in different situations. [PO 7, PO 8]

**Course Code: BA 671 (C40)****Course Name: Cross Culture and International HRM****Course Outcome 36-**

At the end of the course, the participants of the course would be able to

- To outline the main aspect of globalisation and its implication for international human resource management. [PO10]
- To develop a global mind-set for managing international human resource management activity [PO10]
- To assess the nuance of international human resource management activity. [PO 4]
- iv) To synthesize a global mind set to cope with cultural diversity and its challenges [PO 4, PO10]

**Course Code: BA 673 (C41)****Course Name: Understanding Consumers****Course Outcome 37-**

At the end of the course, the participants of the course would be able to

- Identify the major influences in consumer buying behaviour. [PO 1]
- Distinguish between different psychological factors that influence consumer behaviour [PO 3]
- Establish the relevance of consumer behaviour theories and concepts to marketing decisions. [PO 4]
- Critically analyse different market segments on the basis of different psychological factors of consumers and develop marketing strategies. [PO 4, PO 8]

**Course Code: BA 674 (C42)****Course Name: SERVICES MARKETING****Course Outcome 38-**

At the end of the course, the participants of the course would be able to

- To make the students understand the differences between goods and services, and the importance of services marketing. [PO 1]
- To prepare the students in order to evaluate different components of the elements of services marketing mix. [PO 3]
- To equip the students in preparing special service marketing strategies. [PO 4]

**Course Code: BA 675 (C43)**

**Course Name: Social Marketing**

**CO-**

This course has not been offered yet due to non-availability of faculty members. Hence course outcomes have not yet been defined.

**Course Code: BA 676 (C44)**

**Course Name: Digital Marketing**

**CO-**

This course has not been offered yet due to non-availability of faculty members. Hence course outcome have not yet been defined.

**Course Code: BA 677 (C45)**

**Course Name: Integrated Marketing Communication**

**Course Outcome 39-**

At the end of the course, the participants of the course would be able to

- Understand different types of marketing communication and their relationships. [PO 1]
- Understand the roles of spokespersons, media, and different factors of the marketing communication. [PO 1]
- Develop skill for developing IMC. [PO 4]
- Practically design IMC. [PO 3, PO 4]

**Course Code: BA 678 (C46)**

**Course Name: Contemporary Retailing**

**Course Outcome 40-**

At the end of the course, the participants of the course would be able to

- Students develop in-depth knowledge on evolving retail sectors and the occupations associated with it. On completion of the course there shall be certain auto-administration like in their due career as it emphasises relearning the essence of teamwork; merchandising; problem solving and communication. Individuals understand the qualities to develop a sustainable customer relationship management. Knowledge of the paper increases the ability to demonstrate good customer service in a retail environment. On joining a retail service, students are aware of the information that should be given to consumers prior to the sale of goods or services. They are able to add value by letting a consumer know their rights when buying goods and services. Retail management is an integrated part of the supply chain management. [PO 1, PO 2, PO 3, PO 4, PO 5, PO 8]

**Course Code: BA 679 (C47)****Course Name: Relationship Marketing and Salesmanship****Course Outcome 41-**

At the end of the course, the participants of the course would be able to

- To give insight as to why Relationship Marketing (RM) is relevant to the 21<sup>st</sup> century. [PO 1]
- To imbibe the students with traditional and innovative ideas on the strategies and tactics of RM. [PO 2]
- To expose the students to the tools of RM, including related ICT. [PO 1]
- To instil basic skills necessary for a good salesperson. [PO 3]
- To expose to the field level practical every-day challenges for the salespeople. [PO 4]

**Course Code: BA 681 (C49)****Course Name: Rural Marketing****CO-**

This course has not been offered yet due to non-availability of faculty members. Hence course outcome have not yet been defined.

**Course Code: BA 682 (C50)****Course Name: Material Management & Inventory Control****Course Outcome 42-**

At the end of the course, the participants of the course would be able to

- Develop functional knowledge of materials management, manufacturing planning, materials procurement, inventory control and warehousing. [PO 1]
- Develop understanding of different manufacturing strategies. [PO 4]
- Distinguish between ordering mechanisms specific to purchasing requirements. [PO 2]
- Suggest appropriate inventory control classification techniques for business scenarios. [PO 2]
- Solve problems related to forecasting, inventory models and warehousing decisions. [PO 3]

**Course Code: BA 683 (C51)****Course Name: Quality Management****Course Outcome 43-**

At the end of the course, the participants of the course would be able to

- Provide basic concepts of Quality for both service as well as manufacturing sector. [PO 1]
- Provide theoretical and practical exposure for application of Quality concepts. [PO1, PO 3]
- Understand basics and fundamentals of Quality component of any operation, its importance and implication in Business cost and revenue dynamics. [PO 8]
- Be able to provide apply Quality concepts for better value offerings. [PO 4]

**Course Code: BA 684 (C52)**



**Course Name: Logistics and Transportation Management****Course Outcome 44-**

At the end of the course, the participants of the course would be able to

- Describe basic concepts of Logistics and Transportation Management [PO 1]
- Suggest appropriate modes and equipment's of transportation based on requirements [PO 2]
- Compute logistics cost for shipments for optimized mode selection [PO 3]
- Forecast logistics requirements and prepare basic logistics plan for domestic/international shipments [PO 4]
- Develop understanding of recent trends pertaining to the logistics domain. [PO 10]

**Course Code: BA 685 (C53)****Course Name: Process Certification****Course Outcome 45-**

At the end of the course, the participants of the course would be able to

- To provide basic concepts of Quality for application across any sector; [PO 1]
- To understand basics and fundamentals of Process Certification for operational process across Sector/s. [PO 1]
- To identify areas where such Quality endorsements can be implemented, along with Hows and Whys [PO 4]
- To gain practical knowledge in application in real-time functioning of a firm for Certifications. [PO 8]

**Course Code: BA 686 (C54)****Course Name: Advanced Operation Research & Optimization****Course Outcome 46-**

At the end of the course, the participants of the course would be able to

- Develop a knowledge base on advanced optimization techniques. [PO 1]
- Demonstrate practical expertise of using OR Techniques for complex managerial decisions. [PO 2]
- Solve real life unconstrained business problems in a logical manner. [PO 3]
- Develop quantitative models for complex business scenarios. [PO 3]
- Solve complex problems using analytical or algorithm-based approaches. [PO 4]

**Course Code: BA 687 (C55)****Course Name: Technology and Innovation Management****Course Outcome 47-**

At the end of the course, the participants of the course would be able to

- Develop in depth understanding of technology allied areas including innovation and entrepreneurship. [PO 10]
- Distinguish between technology push innovation and demand-pull innovation. [PO 4]
- Develop suggestive technology acquisition/transfer/management plan for startups and entrepreneurs. [PO 11]
- Forecast costs of different elements of technology for business organizations. [PO 3]

- Access technology related risks for business organizations. [PO 2]

**Course Code: BA 691 (C56)**

**Course Name: Database Management System**

**Course Outcome 48-**

At the end of the course, the participants of the course would be able to

- Describe the data models and DBMS architecture. [PO 1]
- Design database using relational models tools like ER Diagram and Relational Schema. [PO 3]
- Write queries to extract data from the databases. [PO 3]
- Develop a database using RDBMS like MS Access, Oracle, etc. [PO 4]

**Course Code: BA 692 (C57)**

**Course Name: Object oriented Analysis & Design**

**Course Outcome 49-**

At the end of the course, the participants of the course would be able to

- Describe the different concepts of Object Oriented Programming [PO 1]
- Differentiate between Object Oriented Programming and Structured Programming.[PO 2]
- Write programs using object oriented programming language like C++, Java, etc. [PO 4]
- Design a database using object oriented design and analysis. [PO 2]

**Course Code: BA 693 (C58)**

**Course Name: Software Engineering**

**Course Outcome 50-**

At the end of the course, the participants of the course would be able to

- Describe the software development life cycle. [PO 1]
- Differentiate between top down and bottom up approach of software design. [PO 2]
- Analyze a software development project using different tools. [PO 2]
- Design a software using the software engineering tools. [PO 2]
- Develop software using a RDBMS like Oracle, MySQL, etc. [PO 4]

**Course Code: BA 694 (C59)**

**Course Name: Web design**

**Course Outcome 51-**

At the end of the course, the participants of the course would be able to

- Describe the Client Server technology. [PO 1]
- Identify the HTML tags, PHP scripts and Java Scripts. [PO 1]
- Write programs using PHP scripts and Java Scripts. [PO 4]
- Design dynamic websites using HTML, PHP scripts and Java Scripts. [PO 4]

**Course Code: BA 695 (C60)**

**Course Name: Operating Systems**

**Course Outcome 52-**

At the end of the course, the participants of the course would be able to

- Discuss the Features of an Operating System. [PO 1]
- Describe the architecture of UNIX operating system. [PO 1]
- Write shell programs in UNIX operating system. [PO 4]

**Course Code: BA 696 (C61)**

**Course Name: Networking & Communication**

**Course Outcome 53-**

At the end of the course, the participants of the course would be able to

- Describe the different layers of Networking. [PO 1]
- Differentiate between Connection oriented and Connectionless protocol. [PO 2]
- Describes the working of the protocols used in Networking. [PO 1]
- Apply the knowledge of Networking in administration of Windows Server. [PO 4]

**Course Code: BA 697 (C62)**

**Course Name: Data Mining**

**Course Outcome 54-**

At the end of the course, the participants of the course would be able to

- Define the basic concepts of Data Mining. [PO 1]
- Describes the different data mining techniques. [PO 1]
- Explain the different mining algorithms with examples. [PO 2]

**Course Code: BA 680 (C63)**

**Course Name: Product and Brand Management**

**CO- 55**

At the end of the course, the participants of the course would be able to

- Making the students learn fundamentals of Product and Brand Management (PO 1)
- Understanding the significance of product strategy as a critical source of business competitiveness. (PO 1, PO 8, PO 10)
- Understanding the theoretical and practical foundations to product management. (PO 4)
- Familiarising students with the concepts of brand building and management to keep brands strong over the years. (PO 4)

**Codes assigned to the different courses**

Code	Course code	Course Title
C 1	BA 551	Management Fundamentals
C 2	BA 552	Business Communication and Negotiation

C 3	BA 553	Financial Accounting
C 4	BA 554	Information Technology Management
C 5	BA 555	Managerial Economics
C 6	BA 556	Quantitative Technique
C 7	BA 557	Organization Behaviour
C 8	BA 581	Research Methods in Business
C 9	BA 582	Financial Management
C 10	BA 583	Business Law
C 11	BA 584	Operations Management
C 12	BA 585	Integrated Business Applications
C 13	BA 586	Marketing Management
C 14	BA 587	Human Resource Management
C 15	BA 635	Strategic Management
C 16	BA 636	Operation Research
C 17	BA 637	Supply Chain Management
C 18	BA 638	Summer Internship Project
C 19	BA 639	Business Ethics and Social Responsibility
C 20	BA 645	Entrepreneurship Development Programme
C 21	BA 646	International Business and International Finance
C 22	BA 647	Dissertation
C 23	BA 648	Comprehensive Viva
C 24	BA 649	Business Analytics
C 25	BA 650	Knowledge Management
C 26	BA 651	Project Management
C 27	BA 655	Security Analysis & Portfolio Management
C 28	BA 656	Advanced Financial Management

C 29	BA 657	Taxation
C 30	BA 658	Financial Engineering
C 31	BA 659	Financial Institutions & Financial Services
C 32	BA 660	Management of Banking Operations
C 33	BA 664	Human Resource Development
C 34	BA 665	Labour Law
C 35	BA 666	Industrial Relations
C 36	BA 667	Social and Industrial Psychology
C 37	BA 668	Talent Acquisition and Management
C 38	BA 669	Compensation and Benefits
C 39	BA 670	Organization Effectiveness and Change
C 40	BA 671	Cross Culture and International HRM
C 41	BA 673	Understanding Consumers
C 42	BA 674	Services Marketing
C 43	BA 675	Social Marketing
C 44	BA 676	Digital Marketing
C 45	BA 677	Integrated Marketing Communication
C 46	BA 678	Contemporary Retailing
C 47	BA 679	Relationship Marketing and Salesmanship
C 48	BA 680	Product and Brand Management
C 49	BA 681	Rural Marketing
C 50	BA 682	Material Management & Inventory Control
C 51	BA 683	Quality Management
C 52	BA 684	Logistics and Transportation Management
C 53	BA 685	Process Certification
C 54	BA 686	Advanced Operation Research & Optimization

C 55	BA 687	Technology and Innovation Management
C 56	BA 691	Database Management System
C 57	BA 692	Object Oriented Analysis & Design
C 58	BA 693	Software Engineering
C 59	BA 694	Web Designing
C 60	BA 695	Operating Systems
C 61	BA 696	Networking & Communication
C 62	BA 697	Data Mining
C 63	BA 680	Product and Brand Management

**Mapping of course with program outcomes (POs)**

Pos→ Courses↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C1	√	√	√								
C2				√	√			√			
C3	√	√	√	√							
C4	√			√							
C5	√	√	√							√	
C6	√	√	√	√							
C7	√	√			√		√	√			
C8			√	√				√			
C9	√	√	√								
C10	√	√	√					√			
C11	√		√								
C12	√	√		√							
C13	√	√	√					√			
C14	√	√		√							
C15	√		√	√				√			
C16	√	√	√	√							
C17	√	√	√								
C18											
C19	√		√						√		
C20	√										√
C21				√						√	
C22	Outcomes not required										
C23											
C24	√	√	√	√							
C25	√			√							
C26	√		√	√		√	√				
C27	√		√	√							√
C28	√	√	√	√							
C29	√		√	√							√
C30	√			√	√			√			
C31											
C32	√	√									
C33	√			√			√	√			
C34	√			√				√			
C35	√		√	√	√			√			
C36	√		√	√		√	√				
C37	√	√	√	√				√			
C38	√			√				√		√	
C39	√			√			√	√			
C40				√						√	
C41	√		√	√				√			
C42	√		√	√							
C43	Outcomes not required										
C44											
C45	√		√	√							
C46	√	√	√	√	√			√			

C47	√	√	√	√							
C48											
C49											
C50	√	√	√	√							
C51	√		√	√				√			
C52	√	√	√	√						√	
<b>Pos→ Courses↓</b>											
C53	√			√				√			
C54	√	√	√	√							
C55		√	√	√						√	√
C56	√		√	√							
C57	√	√		√							
C58	√	√		√							
C59	√			√							
C60	√			√							
C61	√	√		√							
C62	√	√									
C63	√			√				√		√	



## SPECIALISATION COURSES (Third and Fourth Semesters)

(Students are to take any two specializations from the areas mentioned below. Students can choose the total credit requirement out of the basket of papers offered within a specialization in a particular Semester)

### AREA-1: FINANCE

(Total of 12 Credits Spread over Semester 3 & 4)

Code	Course Name	L	T	P	CH	CR
BA 655	Security Analysis & Portfolio Management	3	0	0	3	3
BA 656	Advanced Financial Management	3	0	0	3	3
BA 657	Taxation	3	0	0	3	3
BA 658	Financial Engineering	3	0	0	3	3
BA 659	Financial Institutions & Financial Services	3	0	0	3	3
BA 660	Management of Banking Operations	3	0	0	3	3

### AREA-2: HUMAN RESOURCE MANAGEMENT

(Total of 12 Credits Spread over Semester 3 & 4)

Code	Name of the Papers	L	T	P	CH	CR
BA 664	Human Resource Development	3	0	0	3	3
BA 665	Labour Law	3	0	0	3	3
BA 666	Industrial Relations	3	0	0	3	3
BA 667	Social and Industrial Psychology	3	0	0	3	3
BA 668	Talent Acquisition and Management	3	0	0	3	3
BA 669	Compensation and Benefits	3	0	0	3	3
BA 670	Organization Effectiveness and Change	3	0	0	3	3
BA 671	Cross Culture and International HRM	3	0	0	3	3

### AREA-3: MARKETING MANAGEMENT

(Total of 12 Credits Spread over Semester 3 & 4)

Code	Name of the Papers	L	T	P	CH	CR
BA 673	Understanding Consumers					
BA 674	Services Marketing	3	0	0	3	3
BA 675	Social Marketing	3	0	0	3	3
BA 676	Digital Marketing					
BA 677	Integrated Marketing Communication	3	0			3
BA 678	Contemporary Retailing	3	0	0	3	3
BA 679	Relationship Marketing and Salesmanship	3	0	1	3	3
BA 680	Product and Brand Management	3	0	0	3	3
BA 681	Rural Marketing	3	0	0	3	3

### AREA-4: OPERATIONS MANAGEMENT

(Total of 12 Credits Spread over Semester 3 & 4)

<b>Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CH</b>	<b>CR</b>
BA 682	Material Management & Inventory Control	3	0	0	3	3
BA 683	Quality Management	3	0	0	3	3
BA 684	Logistics and Transportation Management	3	0	0	3	3
BA 685	Process Certification	3	0	0	3	3
BA 686	Advanced Operation Research & Optimization	3	0	0	3	3
BA 687	Technology and Innovation Management	3	0	0	3	3

**AREA-5: INFORMATION TECHNOLOGY**

(Total of 12 Credits Spread over Semester 3 & 4)

<b>Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CH</b>	<b>C R</b>
BA 691	Database Management System	2	0	1	4	3
BA 692	Object Oriented Analysis & Design	2	0	1	4	3
BA 693	Software Engineering	2	0	1	4	3
BA 694	Web Designing	2	0	1	4	3
BA 695	Operating Systems	2	0	1	4	3
BA 696	Networking & Communication	3	0	0	3	3
BA 697	Data Mining	3	0	0	3	3

**Detailed Course Syllabus**

**First Semester**

**Course Code: BA 551**

**Name of the Course: Management Fundamentals  
(L 3-T 0-P 0 - CH 3 – CR 3)**

**Unit 1: Need for management**

Definition, managerial skills, productivity, effectiveness and efficiency, contributions of Taylor and Fayol, Contributions of Gannt, Gilbreth, Roethlisberger, McKinsey's 7S framework, managerial roles, external environment

**Unit 2: Planning**

Contribution of planning to purpose and objectives, types of plans, steps in planning, MBO, Strategic planning process, TOWS matrix, industry analysis and generic competitive strategies by Porter, effective implementation of strategies, forecasting methods

**Unit 3: Organizing**

Formal and informal organization, span of management, process of organizing, Different forms of departmentation, matrix organization, SBUs, Line and staff, factors affecting centralization & decentralization, delegation, mistakes in organizing

**Unit 4: Controlling**

Control process, Critical points and standards, control as a feedback, real time control, Feed forward control, requirements for effective control, control techniques(budgetary & non-budgetary), Profit and loss control through ROI, direct versus preventive control, self-audit

**Text Book:**

1. Harold,K. and Weirich,H. Management – AGlobal Perspective. McGraw Hill Education, 11<sup>th</sup> edition, 2005

**Reference:**

1. Stoner James A.F., R. Edward Freeman, Daniel R. Gilbert Jr.: Management, Pearson Education, 6<sup>th</sup> edition

**Course Code: BA 552  
Name of the Course: BUSINESS COMMUNICATION AND  
NEGOTIATION  
(L 3-T 0-P 0 - CH 3 – CR 3)**

**Unit 1:** Principles and Objectives of communication:

Definition, Process, Objectives, Target audience, Platforms (town hall, blogs, plasma, emails)

**Unit 2:** Oral/Verbal communication:

Principle and structure, Barriers, Art of listening, Feedback, Presentation techniques, Telephonic conversation

**Unit 3:** Non-verbal communication:

Meaning & importance, Role of mannerism and attitude, Body language, Eye contact, Expressions and gestures

**Unit 4:** Written communication:

Principles, Structure & mechanics of writing, Report writing, Circulars, Notices, Memos, Minutes of meeting, Styles of writing letters, Common errors in writing

**Unit 5:** Other types of communication:

Formal and Informal communication, Horizontal and vertical communication, External communication, Rumours

**Unit 6:** Negotiation Styles

Competing (or Aggressive), Collaborating (or Cooperating), Avoiding, Compromising, Accommodating (Conceding).

Bargaining Tactics for Distributive, Integrative and Mixed Motive Strategies

**Unit 7 :** Sources of Power in Negotiations

Positional Power, Rewards, Sanctions, Force, Information, Expertise, An Elegant Solution, Charisma, Commitment, Relationship, BATNA

**Text Books:**

1. Business Communication Today, 10<sup>th</sup> edition, Courtland L. Bovee, John Thill, Abha Chaterjee, Pearson Education
2. Business Communication, 2009, Anjanee Sethi, Bhavana Adhikari, Tata McGraw Hill
3. The Art of Negotiation: How to Improvise Agreement in a Chaotic World, Michael Wheeler, 2013, Harvard Business School

**Course Code: BA 553**

**Name of the Course: FINANCIAL ACCOUNTING**

**(L 3-T 0-P 0 - CH 3 – CR 3)**

**Unit 1: Conceptual basis of Accounting**

Foundations of accounting, Development of accounting, Accounting as a measurement and valuation system, Accounting Principles, Accounting Concepts and Conventions Accounting as an Information System, Accounting and management control, Branches of accounting

### **Unit 2: Basic Accounting**

Accounting process, Balance sheet equation and accounts, recording of transactions, Golden rules of accounting, The Journal and subsidiary books, ledger accounts - posting of transactions; Adjusting entries.

### **Unit 3: Cash Book and Bank Reconciliation statements**

Cashbook –meaning and types, cashbook as journal as well as ledger. Preparation of cash book, contra entry; Bank reconciliation statement-need and procedure.

### **Unit 4: Trial Balance**

Trial balance-meaning and importance, adjusted trial balance, Difference in trial balance, Errors in trial balance, Rectification of trial balance.

### **Unit 5: Final Accounts**

Conceptual concept of a balance sheet, Balance sheet equation, Classification of items in a balance sheet, Formats of a company Balance sheet ,Need and Meaning of Profit and Loss Account, Concept of Gross profit and Net Profit, Trading account, Manufacturing account, Measurement of income, Realization principle Vs accrual principle, Accounting period, Matching revenue and expenses, Depreciation, methods of inventory valuation, Adjustments, forms and contents of P/L account, preparation of Final accounts.

### **Unit 6: Accounting Standards and emerging concepts in Accounting**

Indian accounting Standards and IFRS, Inflation Accounting, Human Resource Accounting, Environmental Accounting etc., computerized Accounting System and accounting software,

*Assignments on Study of Annual Reports of Companies; Analysis, interpretation and Judgment building*

### **Text Books:**

1. Ramachandran, N. and Kakani, R.K. Financial Accounting for Management. 3/e, TATA McGraw-Hill Education Pvt. Ltd: Noida, 2011.
2. Bhattacharjee Ashis K. Financial Accounting for Business Management. Prentice Hall India: New Delhi, 2006.

**Course Code: BA 554**

**Name of the Course: INFORMATION TECHNOLOGY MANAGEMENT (ITM)  
(L 2-T 0-P 1 – CH 4 – CR 3)**

### **Unit 1: Computer Fundamentals**

Basics of Computer Hardware and its functional units, Concept of Software Application and System Software, Basics of Operating Systems, with exposure to DOS, UNIX and Windows, Computer Codes.

### **Unit 2: Networking and Basics of Ecommerce**

*Networking Basics:* Computer Network, Network Categories, Network Structure, TCP/IP Reference Model, IP address

*Ecommerce Basics:* Meaning of Ecommerce, Benefits of Ecommerce, Classification of Ecommerce, Electronic Market, B2B and B2C Business Models, Framework for Electronic Commerce.

### **Unit 3: Handling Packages**

*Handling MS Office:* MS Word, MS Excel and MS PowerPoint.

*Handling Web Designing Packages* like Microsoft FrontPage.

### **Unit 4: Database Concepts**

Introduction to Database, DBMS vs RDBMS concepts, Creating Tables using MS Access, Creating Relations between Tables in MS Access, Designing Forms, Queries and Reports in MS Access.

#### **Practical:**

Hands-on training on MS Word, MS Excel, MS PowerPoint, MS Access and Microsoft FrontPage.

#### **Text Books:**

1. Behl, R. Information Technology for Management (Second Edition), Tata McGraw Hill, New Delhi, 2012.
2. Goel, A. Computer Fundamentals (Third Edition), Pearson Education, New Delhi, 2010.

#### **References:**

1. Balagurusamy, E. Fundamentals of Computers, Tata McGraw Hill, New Delhi, 2009.
2. Rajaraman V. Computer Basics and C Programming, Prentice Hall of India, New Delhi, 2008.
3. Kanter J. Managing with Information, Prentice Hall of India, New Delhi, 2003.

**Course Code: BA 555**

**Name of the Course: MANAGERIAL ECONOMICS**

**(L 4-T 0-P 0 - CH 4 - CR 4)**

### **Unit 1: Introduction to Managerial Economics**

Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Functions of Managerial Economists.

### **Unit 2: Market Forces & Demand Forecasting**

Demand Analysis - Demand Schedule and Demand Function, Elasticity of Demand

Supply Analysis - Supply Schedule and Supply Function, Elasticity of Supply  
Estimation of demand, Levels of Demand Forecasting, Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Product.

### **Unit 3: Production and Cost Analysis**

Production Analysis – Production Function, Law of Variable Proportions and the Laws of Returns to Scale

Costs - Cost of Operating an Enterprise, Cost Functions – Short Run and Long Run; Breakeven Analysis, Contribution Analysis, Learning Curve, Economies of Scale.

### **Unit 4: Pricing**

Product Pricing: Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

Factor Pricing: Rewards to the different factors of production - Labour and Wages, Capital and Interest, Land and Rent, Entrepreneurship and Profit

### **Unit 5: Basics of Macroeconomics and National Income Accounting**

Basic Issues, Index Numbers, the Circular Flow of Income, National Income Accounting for an Open Economy. Consumption Function and Investment Function, Marginal Efficiency of Capital and Business Expectations, Multiplier, Accelerator.

### **Unit 6: Money and Financial Institutions**

Quantity Theory of Money, Determination of Money Supply and Demand, An Overview of Financial Institutions, Credit Creation

### **Unit 7: Instability**

Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions.

Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Direct Controls.

### **Unit 8: Contemporary Indian Economy**

Sector specific growth since 1991. Issues of Inclusion – Sectors, States/Regions, Groups of people (M/F), Urbanization. Employment–Informal, Organized, Unorganized, Public, Private.

Public and Private Finance, Welfare, Externalities, Labour Market. Public Utilities, Public and Private Expenditure, and Public Income. Taxation.

### **Readings:**

1. Paul G. Keat, Sreejata Banerjee, Philip K. Y. Young , Managerial Economics : Economic Tools for Today's Decision Makers, Pearson, 7th revised ed, 2013
2. Lipsey & Chrystal, Economics, Oxford, 2013
3. Salvatore, D. Managerial Economics. Thomson: South Western 2007. (Indian Edition)
4. Damodaran,S: Managerial Economics. Oxford: New Delhi, 2007
5. Janardhan Upadhya P, Economics for Managers-Part 1: Notion Books, 2017
6. Errol D'Souza, Macroeconomics, Pearson Education, 2<sup>nd</sup> Ed., 2012
7. Agarwal Vanita, Macroeconomics : Theory and Policy, Pearson Education, 2010
8. Stanley Fischer, Richard Startz, Rudiger Dornbusch, Macroeconomics, McGraw Hills, 11<sup>th</sup> Ed., 2015

9. Gaurav Datt, Ashwani Mahajan, Datt & Sundharam's Indian Economy, S.Chand, 2016
10. Janardhan Upadhya P, Economics for Managers-Part 2: Textbook for Macro and Indian Economics, Notion Books, 2017
11. Cullis & Jones, Public Finance and Public Choice, Oxford, 2009
12. D.M, Mithani, Modern Public Finance: Theory and Policy, Himalaya Pub.House-New Delhi; 2014

**Course Code: BA 556**

**Name of the Course: QUANTITATIVE TECHNIQUES**

(L 3-T 0-P 0 - CH 3 - CR 3)

Unit 1: Set Theory - Basic concepts and its application in business; Functions - Basic concepts, different types and applications in business.

Unit 2: Derivatives - Basic concepts and its applications, average & marginal cost, point elasticity of a function, Marginal Revenue & Elasticity of Demand, Applications of Maxima and Minima Matrix and their application

Unit 3: Measures of Central Tendency – Mathematical Averages – AM, GM, HM, Positional Averages – Mean, Median, Mode; Measures of Dispersion – Range, Standard Deviation, Variance, Coefficient of Variation, Measures of Shape – Skewness, Kurtosis; Measures of Association – Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Order Correlation, Analysis of Variance. Unit 4: Fundamentals of Probability - Concepts, basic rules of probability and algebra



of events, Probability distributions and its applications in business.

Unit 5: Time Series & Forecasting – Components of Time Series, Moving Average, Weighted Moving Average, Linear & Non Linear Trends, Seasonal Variations, Deseasonalising Data, The Durbin-Watson Statistic.

**Text Books:**

1. Akhilesh, K.B. and Balasubrahmanyam. Mathematics and Statistics for Management. Vikash Publishing House: Delhi, 2013.
2. Douglas A Lind, William G Marchal and Samuel A Wathen. Statistical Techniques in Business and Economics

**References:**

1. Bajpai, N. Business Statistics. Dorling Kindersley (India) Pvt. Limited, Pearson Education in South Asia, New Delhi: 2014.
2. Sharma, J.K. Mathematics for Business and Economics. Asian Books Private Limited: New Delhi, 2012
3. Anthony, M. and Biggs, N. Mathematics for Economics and Finance: Methods and Modeling; CUP, 2012
4. Anderson, Sweeny and Williams: Statistics for Business and Economics, Thomson Learning, 7th edition 2000.
5. Goel A., Goel A.: Mathematics and Statistics, Taxman Allied Services Pvt. Ltd.: New Delhi, 2002.
6. Whigham, D. : Business Data Analysis Using Excel, Oxford University Press, New Delhi, 2007

**Course Code: BA 557**

**Name of the Course: Organizational Behaviour**

**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Introduction to organizational behaviour**

Introduction: Concept, key components of OB; Significance of Organization Behaviour, challenges

**Unit 2: Individual Dynamics: Learning, perception, Personality, Attitudes and Values**

Learning: Concept, classical conditioning theory, operant conditioning theory, building learning organizations.

Perception: Concept- perception, Perception process, Factors influencing

perception, Johari window, Perception and its application in OB

Personality: Concept, Determinants of personality, Types of personality, Influence of personality on OB

Attitude and values: Concept , Formation of attitude, Types, Significance of attitude and values

### **Unit 3: Individual Dynamics: Motivation, Employee Engagement and Emotions at work place**

Motivation: Concept, need, Different theories of motivation; Application of motivational tools

Employee Engagement: Concept and different variables of Employees Engagement, significance.

Emotions at work place: Management of emotions, Emotional Intelligence.

### **Unit 4: Group Dynamics: Group behaviour, Leadership and Conflict**

Group behavior: Concept of group, Reasons for joining group, Stages of development, Concept of teams, team characteristics

Leadership: Concept, Leaders and the manager- the difference, Leadership styles

Conflict: Concept, Types of conflict, Conflict management strategies

### **Unit 5: Organizational dynamics: Organization Culture and Workplace stress**

Organization Culture: Concept, Types of culture, Learning, creating and sustaining culture, **Hofstede's cultural dimensions theory**

Workplace stress: meaning, reasons of stress and its management.

### **Unit 6: Organizational Development: Concept, Process, approaches and interventions**

#### **Text Books:**

1. Robbins, S.P. Organization Behaviour. Prentice Hall India Pvt. Ltd.: New Delhi, 2003
2. Robbins, Judge, Sanghi. Organization Behaviour. Pearson Education: New Delhi, 2008
3. Bell, Cecil H, French, Wendell L, Vohra, Organizational Development: behavioural Science Interventions for organization improvement, Pearson Education: New Delhi,

2013

**References:**

1. Luthans, Fred. Organization Behaviour. TataMc Graw Hill: New Delhi, 2004.

**SECOND SEMESTER  
CORE COURSES**

**Course Code: BA 581**

**Name of the Course: RESEARCH METHODS IN BUSINESS**

**(L 3-T 0-P 0 - CH 3 – CR 3)**

**UNIT 1: Introduction to Research**

Introduction to Research and Statistics: Role of Research in Business, Value of information, Cost of information, Ethics in Research.

Research Process, Decision to undertake research, Introduction to Research Design, Types of research.

**UNIT 2: Sources of Data**

Sources of Data, Sources of Secondary data in India, How to evaluate sources of secondary data.

Scales of Measurement, Validity and reliability

### **UNIT 3: Methods of primary data collection**

*Observation:* Different types of observation, Criteria of selection of an ideal method in different situations, Self Reported Data.

*Qualitative Research Methods:* Focus group, behaviour mapping, consumer journey, Delphi study, extreme users' interview

*Quantitative Research Methods:* Various types of Interviews: Mail Interview, Person to Person Interviews, Telephonic Interviews.

Data collection using electronic interface like the Internet.

Pilot survey and how to conduct one

### **UNIT 4: Questionnaire**

Components of the questionnaire, steps in questionnaire design, Question content, Response format- Open ended question Vs. Multiple choice questions including various types for question formats. Question wordings – various principles thereof. Common blunders while designing Questionnaires, Creative questionnaire design.

### **UNIT 5: Sampling**

Population defined, Sampling Frame, Sampling Vs. Census, Steps in selecting a sample.

Various types of Sampling Methods –

Probabilistic: Simple Random Sampling Stratified Random Sampling, Cluster Sampling.

Non Probabilistic: Convenience Sampling, Judgment Sampling and Quota Sampling. Dangers of using Non Probabilistic Sampling procedures.

Sample Size determination.

Concepts of errors in research – Sampling and Non sampling errors and measures to reduce errors.

### **UNIT 6: Data Analysis and Reporting**

Introduction to Data Analysis, Introduction to SPSS package.

Data Processing: Editing, Coding, Decoding, and Data Entry

Hypothesis formulation. Hypothesis Testing, type I error, type II error

Univariate Data Analysis Techniques: t-test (independent sample t- test, one sample t-test)

Bivariate Data Analysis Techniques: Chi Square, Z- test for difference between means, Paired Sample T test (t- tests for difference between means)

Introduction to Multivariate Data Analysis Techniques

Research Report Writing: The format, Bibliography.

#### **Text Book:**

1. N K Malhotra: Marketing Research: An Applied Orientation, 5th edition, Prentice Hall

#### **Reference:**

1. R I Levin & D S Rubin : Statistics for Management, 7th Edition, Pearson.

**Course Code: BA 582**  
**Name of the Course: Financial Management**  
**(L 3-T 0-P 0 - CH 3 – CR 3)**

**Unit 1:**

Introduction to financial management, Financial decisions of a firm, Risk-return tradeoff, Agency problem  
Time value of money

**Unit 2:**

Basics of capital budgeting, Cost of capital. Risk analysis in capital budgeting, Planning capital structure, Dividend policy

**Unit 3:**

Working capital policy, Cash management, Credit management, working capital financing

**Unit 4:**

Ratio analysis, Fund flow analysis, preparing the pro-forma statements

**Text Book:**

1. Chandra, P. Financial Management. Tata McGraw-Hill Publishing Company: New Delhi, 8<sup>th</sup> edition.

**References:**

1. Khan & Jain. Financial Management. Tata McGraw-Hill Publishing Company: New Delhi, 5<sup>th</sup> edition
2. Fischer & Jordan. Security Analysis and Portfolio Management. Prentice Hall of India Private Limited: New Delhi, 6<sup>th</sup> edition.

**Course Code: BA 583**  
**Name of the Course: Business Law**  
**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit – 1:****1.1 The Indian Contract Act, 1872**

Introduction: agreement, contract, essential elements of a valid contract, classification of contracts

Offer and Acceptance: meaning, rules relating to valid offer and acceptance, communication of offer and acceptance, revocation of offer and acceptance

Consideration: definition, essential elements, types of consideration, “no consideration no contract” and its exceptions, stranger to a contract and consideration

Capacity of Parties: competency to contract; minor; persons of unsound mind; persons disqualified by other laws

Consent: consent and free consent; coercion; undue influence; fraud; misrepresentation; mistake

Void and Voidable Agreements: definitions; distinction between void and illegal agreement; wagering agreement

Discharge of Contracts: meaning; methods of termination or discharge of contract

Special Contracts: contingent contract; quasi contract; bailment; pledge – definitions

**1. 2: The Sale of Goods Act, 1930**

Introduction: definition; goods and their classification; sale and agreement to sell;

essential elements of contract of sale; distinction between sale and hire purchase/  
installment sale

Conditions and Warranties: distinction between condition and warranty; implied  
conditions and warranties

Doctrine of Caveat Emptor and its exceptions

Transfer of Ownership: passing of property from the seller to the buyer

Transfer of Title by Non-owners; Unpaid Seller and his/her Rights

### **1. 3: Indian Partnership Act, 1932**

Partnership: meaning; partner, firm and firm name; essential elements of partnership;  
true test of partnership; distinction between partnership and co- ownership/ company/  
club; partnership by estoppel or holding out; Limited Liability Partnership

Registration of Partnership Firm: consequences of non-registration

Minor's Position in Partnership

Rights and Duties of a Partner: relationship of partners with third parties; implied  
authority of a partner and restrictions on that

Dissolution of Firms: meaning, grounds of dissolution

### **1.4: The Negotiable Instruments Act, 1881**

Negotiable Instruments: definition, features; Promissory Note, Bill of Exchange,  
Cheque – their essential elements and distinction among them; types of cheque;  
inchoate stamped instrument; accommodation bill; fictitious bill

Endorsement: meaning, types

Holder and Holder in Due Course: meaning, their rights

Dishonour of Negotiable Instruments: dishonor—notice, modes, consequences;  
Noting; Protest

## **Unit 2:**

### **2.1: Foreign Exchange Management Act, 1999** Background and Concept

Dealing in foreign exchange, Holding of foreign exchange

Current account transactions and capital account transactions

Export of goods and services

Reserve Bank's powers in foreign exchange management

Contravention and penalties; appointment of adjudicating authority; appeal to  
appellate tribunal

### **2.3: Consumer Protection Act, 1986**

Introduction: objective of the Act

Definitions of complaint, consumer; consumer dispute, goods, services, etc.

Objectives of Central Council and State Council Consumer Dispute Redressal

Agencies: composition and jurisdiction of district forum, State Commission and  
National Commission

Manner of Lodging a Complaint: procedure of complaint; findings of District Forum,  
Appeal

## **Unit 3:**

### **3.1 : The Companies Act, 2013**

Company - Definition, Meaning, Features and Types of companies

Incorporation of a company - Memorandum of Association, Articles of Association

and Prospectus

Share Capital - Accounts and Audits - Company Meetings

### **3.2: Competition Act, 2002**

Salient features – Meaning, Concept, Purpose

Concept of Agreements Having Adverse Impact on Competition; Abuse of Dominant Position; Regulation of Combination; Criteria for Determining - Appreciable Adverse Effect on Competition, Dominant Position, Relevant Geographic Market Factors, Relevant Product Market Factors.

## **Unit 4:**

### **4.1: Laws of Securities and Stock Exchange**

History & Concept of SEBI Act, 1992

Objective, Power and Functions of SEBI

Securities Appellate Tribunal, Appeals, Appearance before SAT

Prohibition of Fraudulent and unfair trade practice

Depository Act, 1996, Definition, type, role, functions, Difference between dematerialize and rematerialize, Depository process

### **4.2: Laws of Information Technology**

History & Concept of IT Act, 2000

Cyber Regulations Appellate Tribunal

Digital Signature and Electronic Record.

Controller of Certifying Authorities

## **Unit 5:**

### **5.1: Income Tax Act -1961**

Important Provisions of Income Tax Act: Assessment year –Assessee, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure.

### **5.2: Goods and Services Tax:**

- CGST Act 2017
- SGST Act 2017
- IGST Act 2017

Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.

## **Unit 6:**

### **6.1: The Right to Information Act, 2005**

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer,

Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial

disclosure of information, Information commissions, powers of Information Commissions,



Appellate Authorities, Penalties, Jurisdiction of courts.

**Text Book:**

1. Elements of Mercantile Law; ND Kapoor; Sultan Chand & Sons; 35<sup>th</sup> Edition, 2014

**Suggested Readings:**

1. Business Laws; Kuchhal & Kuchhal; Vikas Publishing House, New Delhi; 7<sup>th</sup> Edition, 2018
2. Business Laws; Tulsian P.C.; Tata McGraw Hill; 2<sup>nd</sup> Edition, 2001
3. Business Laws; Mathur, Satish B.; Tata McGraw Hill; 2<sup>nd</sup> Edition, 2010
4. Business Laws; Gulshan, S.S; Excel Books; 5<sup>th</sup> Edition, 2015
5. Commercial Law (including Company Law) and Industrial Law; Sen&Mittra;World Press ; 27<sup>th</sup> Edition, 2018
6. Business Laws for Management; Bulchandani, K.R.; Himalaya Publishing House; 7<sup>th</sup> Edition, 2014

**Course Code: BA 584**  
**Name of the Course: OPERATIONS MANAGEMENT**  
**(L 3-T 0-P 0 – CH 3 - CR 3)**

**Unit 1:**

Basic fundamentals of Production and Operations; Paradigm change; Operations functions and strategy;

**Unit 2:**

Designing of Product/Service; Product (product / service) design and design parameters; Product Quality;  
Product, service, operations and competitive strategies;

**Unit 3:**

Plant/facilities location and design; Plant layout; Plant and facility location and layout analysis;  
Equipment selection;

**Unit 4:**

Operations process and process system designs; Operations Strategy and Decisions; Process – manufacturing, service, hybrid; Quality assurance; Total Quality Management; Statistical quality control, Statistical process control; Six Sigma methodology, ISO-Certification

**Unit 5:**

Operations (Manufacturing and Services) forecasting; Aggregate planning, Capacity Planning; Materials and Inventory management, scheduling;

**Unit 6:**

Operations and personnel management, Health and Safety concerns; Contemporary concepts of Operations Management, Operations management in the

digital environment.

**Text Books:**

1. Muhlemann, Oakland, Lockyer, Sudhir and Katyayani. Production and Operations Management. Pearson. 6<sup>th</sup> Edition, 2013.
2. Chary. Theory and Practices in Production and Operations Management. Tata McGraw Hill Publishing Company: New Delhi , 5<sup>th</sup> Edition, 2012.

**References:**

1. Chase, Aquilano, Jacobs. Operations Management for Competitive Advantage. Tata McGraw Hill Publishing Company: New Delhi 11<sup>th</sup> edition, 2006.
2. Krajewski, Ritzman. Operations Management – Strategy and Analysis. Pearson Education (LPE), 7<sup>th</sup> edition, 2005.
3. Bedi. Production and Operations Management. Oxford University Press, 2<sup>nd</sup> edition, 2007.

**Course Code: BA 585  
(Core Course)**

**Name of the Course: Integrated Business Applications  
(L 3-T 0-P 1 - CH 5 – CR 4)**

**Unit 1: Conceptual Foundation**

*Introduction:* An overview of MIS Structure and its subsystems, an introduction to ERP and its applications

*Decision making process:* Phases in the decision making process, Behavioural models of the decision maker/decision making.

**Unit 2: Information and System Concepts**

*Concepts of Information:* Definition, Information Presentation, Quality of Information, Value of Information, Human as Information Processor.

*System concepts:* Types of Systems, Subsystems.

**Unit 3: Information System Requirements**

Concepts of planning and control, Decision support systems for planning, Information systems requirements, Strategies for the determination of Information requirements, Database requirements, User interface requirements.

**Unit 4: Developing, Implementation and Management of Information System Resources**

Developing and implementing application systems using System Development Life Cycle and Prototyping, Quality assurance and evaluation of Information systems

**Unit 5: ERP Implementation Life Cycle**

ERP Selection Process and Vendor Selection, ERP Implementation Approaches and Lifecycle, Pros and cons of ERP implementation, Critical Success factors for ERP implementation

## **Unit 6: ERP Basic Modules**

Materials Management, Manufacturing and Production Planning, Sales and Distribution, Finance and Control, Human Resource, Customer Relationship Management, Enterprise Asset Management

### **Practical:**

Hands-on training on ERP Platform for the basic ERP modules including master data management and multi-organisation structure

### **Textbooks:**

1. Davis, G. B. & Olson, M. H. Management Information System, Tata McGraw Hill, New Delhi, 2011.
2. Jawadekar, W.S. Management Information System: Text and Cases (Third Edition), Tata McGraw Hill, New Delhi, 2008.
3. Leon, A. ERP Demystified, Tata McGraw Hill, New Delhi, 2008

### **Reference Books:**

1. Laudon, K., Laudon, J. & Dass, R. Management Information System Management: The Digital Firm (Eleventh Edition), Pearson Education, New Delhi, 2011.
2. Elmasri, R., Somayajuluv, D.V.L.N. & Navathe, S.B. Fundamentals of database systems (Fourth Edition), Prentice Hall of India, New Delhi, 2008.
3. Murty, C.S.V. Management Information System: Text, Cases & Application (Third Edition), Himalaya Publishing House, Mumbai, 2004.
4. Mohapatra, S. Cases in Management Information System, PHI Learning Private Limited, New Delhi, 2009.

**Course Code: BA 586**  
**Name of the Course: MARKETING MANAGEMENT**  
**(L 3-T 0-P 0 - CH 3 – CR 3)**

**Unit 1:**

Nature and scope of marketing, Customer orientation in marketing.

**Unit 2:**

Environment scanning, Marketing information system, market research, DSS, Demand forecasting.

**Unit 3:**

The buyer, Forces influencing buying behaviour, Buying process, Buying centres.

**Unit 4:**

The marketing mix, Product management, Price, Promotion, Distribution, Market segmentation, Targeting, and Positioning.

**Unit 5:**

Industrial and rural marketing, International marketing; Internet marketing.

**Unit 6:**

Marketing strategies for market leaders, challengers, followers and nichers.

**Text Book:**

1. Kotler, Philip : Principles of Marketing, Prentice Hall of India Private Limited, New Delhi, 2012

**References:**

1. Sarangi S.K. : Marketing Management, Asian Books Pvt. Ltd, New Delhi, 2006
2. Stanton, William J, Etzel, Michael & Walker, Bruce: Fundamentals of Marketing Management, McGraw Hills, 2005
3. Sharma, Radha R: Marketing Management, Tata McGraw Hills, 2006

**Course Code: BA 587**  
**Name of the Course: Human Resource Management**  
**(L 3- 0-P 0 - CH 3 - CR 3)**

**Unit 1: Introduction to Human resource management**

Concept of HRM, Functions of HRM, Importance and challenges of HRM, HR Business Partnership, HR shared services Concept of Strategic Human resource management, evolving nature of HRM.

**Unit 2: HR technology, Human resource planning and talent acquisition**

Human Resource Accounting, Human Resource Audit, overview and concepts of Human Resource Information Systems, HR Analytics, HR Technologies and Impact

Concept, laying down of HRP, Process of HRP, Succession Planning

Job analysis: Job description & Job specification, Job Evaluation, Recruitment: concept and approaches, Selection: concept and selection methods.

**Unit 3: Learning and Development**

Concept, Competency mapping, Difference between training, learning, development and education, Steps in designing training, Different types of training, Developing and maintaining a Learning Culture

**Unit 4: Performance Appraisal and Compensation**

Performance Appraisal: Concept, importance, Performance Management System: concept and methods.

Compensation: Concept, Compensation components: monetary and non- monetary

**Unit 5: Industrial relations**

Introductory overview, Overview of regulations related to Industrial Relations, Collective Bargaining, and Grievance Handling Mechanism

**Unit 6: International human resource management**

Concept, issues, Practices of human resource management activities for a global firm, Problems associated with International human resource management, Work Permit of Major Countries: Sponsored and unsponsored

**Text Books:**

1. Dessler Gary, Varkkey Biju, Human Resource Management, 14<sup>th</sup> Edition, Pearson, 2017
2. Gilmore Sarah, William Steve, Human Resource Management, Second Edition, Oxford University Press, 2016

## **Detailed Course Syllabus**

### **THIRD SEMESTER CORE COURSES**

**Course Code: BA 635**

**Name of the Course: STRATEGIC MANAGEMENT  
(L 3-T 0-P 0 - CH 3 - CR 3)**

#### **UNIT 1: Business Policy & Strategy Implementation**

Strategy and Business policy, Consequences of Strategic Decisions, Characteristics and Implementation Levels of strategy, Strategic Position and Strategic Choices of an organization, Strategy into action, Challenges of Strategic Management

#### **UNIT 2: Emerging Industry Verticals**

Vertical integration of industry verticals, Energy & Utility, Government, Oil & Gas vertical, Telecom & ITES, Manufacturing, FMCG, Automobiles & Ancillary industry.

#### **UNIT 3: Macro Environment Analysis**

Political conditions, Economic policies & conditions, Emerging Socio- Economic conditions, Technological challenges, Environmental issues, Legal framework, International Business policy, TRIPS compliance.

#### **UNIT 4: Industry Environment Analysis**

Organization's external environment analysis, Dominant economic features of the industry, Competitive forces within the industry, Factors driving changes in the industry, Strategic Group Mapping, Key factors for future competitive success.

#### **UNIT 5: Structure, Value & Ideologies**

Staffing challenges at Strategic level, Competitive Advantages, Core Competency, Stages to achieve Distinctive Competency, Internal Environment, Value Chain Model, Discussions on Business Frameworks.

#### **UNIT 6: Generic Business Strategy**

Low-Cost Strategy, Broad Differentiation, Best-Cost provider, Focused Strategy, Focused Differentiation Strategy.

Assignments on Industry Best Practices & Foreign Direct Investment.

#### **Text Books:**

1. Thompson, Strickland, Gamble & Jain: Crafting and Executing Strategy-Concepts and Cases, McGraw Hill Education Pvt. Limited 2013
2. Johnson and Scholes: Exploring Corporate Strategy, Prentice Hall of India Private

Limited 2013.

**REMARKS: Only Course Code Change. No other change**

**Course Code: BA 639**

**Name of the Course: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY**

**(L 2-T 0-P 0 - CH 2 - CR 2)**

**Unit 1: Introduction to the theory of moral philosophy**

(a) Nature, objectives and scope of ethics; Characteristics of human desire; Ethical value, ethical standard and emotional well-being of individuals and society; Need of ethical disciplines in modern life. Ethical plurality; Ethical dilemma.

(b) Conceptualization of ethics and social responsibility in Indian Philosophy Vedic and Vedanta tracts; Spirituality versus religion - Indian ethical standard; Trusteeship principle; The philosophy of karma-yoga and raj-yoga.

**Unit 2: The Principles Applied in Business Ethics**

(a) Normative Ethics: Divine command; natural law; ethical egotism; consequentialism, universalism and unitarianism, social contract theory and distributive justice.

(b) Metaethics: Cultural relativism; moral subjectivism; nihilism.

(c) Role of business in determining Human Happiness Index (HHI); Gross National Happiness (GNH); developing and implementing GNH

**Unit 3: Corporate Social Responsibility (CSR)**

(a) CSR in historical perspective; Corporate responsibility to shareholders versus stakeholders; CSR Issues in marketing, human resource management, finance, and related managerial fields.

(b) Personal versus social responsibility; stakeholder theory; determinants of social Responsibility of Individuals and social groups; social inbuilt for responsiveness.

(c) Effective leadership in societal contexts; the leader's role in developing an ethical culture. Role of governance system.

**Unit 4: Corporate Governance**

Basic theories of corporate governance; Emergence of corporate governance code; Development of Corporate Governance Code; Development of Indian Corporate Governance.

**Text Books:**

1. Albuquerque, D. Business Ethics- Principles and Practices, Oxford: New Delhi, 2011.
2. Sekhar, R. C., Ethical Choice in Business, Response Books: New Delhi, 2010
3. Manuel, G. V.: Business Ethics (Concepts and Cases), Prentice-Hall of India Pvt. Ltd.: New Delhi, 2009.

**REMARKS: Only Course Code Change. No other change**

**THIRD SEMESTER**  
**GENERAL ELECTIVES**

**Course Code: BA 636**

**Name of the Course: OPERATIONS RESEARCH**  
**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1:**

Basic concepts of Operations Research (OR), Areas of Application, Decision making using Quantitative tools and techniques

**Unit 2:**

Linear programming (LPP) and their applications, Structure and formulations, Graphical method, Simplex method; Transportation;

**Unit 3:**

Theory of Games, Two-person-zero-sum games, Pure strategies, Mixed strategies, Dominance

**Unit 4:**

Queuing Theory, Basic model and characteristics, Solution and applications

**Unit 5:**

Replacement and Maintenance models, Theory and applications

**Unit 6:**

Simulation, Monte Carlo simulation models; Model formulation and decision support using software

**Text Books:**

1. Vohra, Quantitative Techniques in Management, Tata McGraw Hill Publishing Company: New Delhi, 2009 .
2. Sharma, Operations Research - Theory and Applications. Macmillan India Limited: New Delhi, 2013

**References:**

1. Panneerselvam, Operations Research. PHI Learning Pvt Ltd.: New Delhi, 2012
2. Srivastava, Shenoy & Sharma., Operations Research for Management. New Age Publishers: New Delhi, 1997.

**REMARKS: Only Course Code Change. No other change**



**Course Code: BA 637**

**Name of the Course: SUPPLY CHAIN MANAGEMENT**

**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Introduction to Supply Chain Management**

Supply Chain Management in business vertical & Supply Chain Integration;  
Process Views, Activities, Vertical versus Horizontal Integration;  
Supply-chain operations reference model;  
Implications of Globalization, Uncertainty and Risk Analysis.

**Unit 2: Inventory Management practices & Logistics**

Customer Value & Total Cost of Ownership;  
Inventory Management, Policies, Forecasting, Levers, Echelon Inventory;  
Inventory classification techniques;  
Reverse logistics; Resolving misalignment & Risk Pooling;  
Bullwhip Effect; Replenishment lead time; CPFR practices;  
Logistic Mixes, Global Logistic, Third Party Logistics, Warehousing Decisions;  
Product Life Cycle and Distribution Challenges, Transportation Decisions.

**Unit 3: Supplier Relationship Management**

Strategic Alliances, Procurement & Outsourcing Strategies;  
Coordinated product & supply chain Design;  
Legal Aspects of Purchasing, Sourcing & Contracts, Purchasing Performance  
Evaluation, Supplier Price & Cost Analysis, Value Analysis.

**Unit 4: Controlling practices in SCM**

Resilient supply network & High-impact practices;  
ICT infrastructure and Macro processes;  
Performance measures in designing SCM;  
Financial control practice, Regulatory concerns, Free Trade Zones & WTO;  
Six sigma & Lean-Management, E-commerce, Technology, GST, Game  
Theory.

**Text Book:**

Simchi Levi, D., Kaminski, P., Simchi Levi, E. & Shankar, R. (2015). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. McGraw Hill, New Delhi. ISBN 9780070666986

**Reference Books:**

Donald J. Bowersox & David J. Closs. (1996). Logistical Management: The Integrated Supply Chain Process. McGraw-Hill. ISBN 9780070068834

**REMARKS: Course Code and Course Syllabus Change. Expert Comments enclosed**

**Course Code: BA 638**  
**Name of the Course: SUMMER INTERNSHIP PROJECT**  
**(L 0-T 0-P 0 - CH 2 – CR 2)**

Students are sent for summer internship to leading business and corporate houses for two months for practical exposure and in-depth study of a real life business problem. They are required to work under the joint guidance of a faculty and an organizational guide on a topic relevant to their specialization. At the end of the internship they are required to submit a report. Evaluation for this course is done on the basis of the written report and a presentation of the work before a panel of examiners comprising of external as well as internal members.

**FOURTH SEMESTER**  
**CORE COURSES**

**Course Code: BA 645**  
**Name of the Course: ENTREPRENEURSHIP DEVELOPMENT**  
**(L 2-T 0-P 0 - CH 2 - CR 2)**

**Unit 1: Fundamentals of Entrepreneurship**

- A) Entrepreneur - Specialties as an agent of change, Typology of entrepreneurship, Factors affecting entrepreneurial environment -socio-economic, cultural, political, environmental, and legal.
- B) Entrepreneurial motivation - Achievement motivation training, self rating, Business games, Thematic Apperception Test - Stress management. The silver lining of entrepreneurial growth - Innovations. Steps in being innovative.
- C) Institutions for entrepreneurial growth - Entrepreneurship Development Programmes, District Industrial Centre (D.I.C.) Entrepreneurship Development Institute of India (E.D.I.I), Indian Institute of Entrepreneurship, National Entrepreneurship Development Board (N.E.D.B.), and Entrepreneurial Incubation centres. Role of financial organizations in entrepreneurial growth. Recent government policies for entrepreneurial growth in India.

**Unit 2: Understanding Small Business**

- A) SME, MSME, Cottage industry, Village industry, Concept of industrial estate, rural industrial estate. Special economic zones, growth centres and related matters.
- B) Globalisation and changing dynamics of small business. Look east policy and the advantages for the NER states.
- C) Viable small business in the NER.
- D) Organizational hierarchy of the Ministry of Industry at central and state levels. Department of industries at the state level for promotion of small business, Small Industries Service Institutes (SISIs), Small Industries Development Bank of India (SIDBI), National Bank for Agriculture and Rural Development (NABARD), National Small Industries Corporation (NSIC) Problems of small scale and other related industries.

**Unit 3: Setting up a business unit**

A) Entry into Entrepreneurship- Factors in deciding location and ownership, Official procedures in starting the small scale Industrial unit Life cycle of a new business. Steps involved in setting up a business - identifying, selecting a good business opportunity, Market survey and research, Techno economic feasibility Assessment, Sources of information - classification of needs and agencies. Value based decision making in venture creation and management

B) Fundamentals of Project report formulation - Project appraisal procedure.

**Unit 4: Continuing successful business**

A) Fundamentals of Project report formulation

B) Project appraisal procedures.

C) Post project monitoring.

**Text books:**

1. Sahay, A and Sharma, V. Entrepreneurship and New Venture Creation. Excel Books: New Delhi, 2010.

2. Roy, R. Entrepreneurship, Oxford University Press: New Delhi, 2010.

**References:**

1. Khanka S. S. Entrepreneurial Development, S. Chand & Company Pvt. Ltd.: New Delhi, 2009

2. Nagendra, S, & Manjunath, V. S. Entrepreneurship and Management. Pearson, 2008.

3. Dutta Bholanath.: Entrepreneurship Management- Texts and Cases. Excel Books: New Delhi, 2010.

**REMARKS: Only Course Code Change. No other change**

**Name of the Course: INTERNATIONAL BUSINESS AND INTERNATIONAL  
FINANCE**

**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Part A: International Business (Credit=2, classes 32 hours)**

**Unit 1: Background of International Business**

Environmental Context of International Business: Framework for analysing International Business Globalisation - the Background, Chronological Changes, India's Position in Global Settings, Appraisal of Impacts, Current Issues in Global Transition.

**Unit 2: Fundamentals of International Business**

Importance Nature and Scope of International Business; Trade Theories – Adam Smith, Ricardo, Hecksher-Ohlin. Modes of Entry into International Business; Internationalisation Process and Managerial Implications. Country Risk Analysis – Halstead Model.

**Unit3: International Economic Environment**

Regional Integration and Trade Blocks; Types of Integration; European Union; Regional Groupings; Integration of Developing Countries – SAARC, SAPTA. International Commodity Agreements; Quota Agreements; Cartels ; Bilateral & Multi Lateral Contracts.

**Unit 4: Managing Multi National Corporations**

Structural Design, Problems and Potentials, Indian MNCs-Potentials, Needs and Problems. Technology Transfer, International Collaborative Arrangements and Strategic Alliances.

**Unit 5: Management of International Business**

International Marketing-Entry Strategies, Market Selection, Pricing Strategy for Export Items International Operations- Strategic Issues.

**Unit 6: Trade policies and regulations in India**

Trade Policies and Regulations in India, Trade Strategies of India, Foreign Trade Policy, Regulation and Promotion of Foreign Trade, Major Problems of India's Export Sector Social and Ethical Issues In International Business in India.

**Part B: International Finance (Credit=1, classes 16 hours)**

**Unit 1:** Introduction to International Finance; International Monetary system, Currency regimes; Role and functions of International financial institutions and International Financial markets; Global sourcing of equities (ADR/GDR/IDR etc.) and International bond market

**Unit 2:** Foreign exchange rates; Exchange rate Mechanisms; Foreign exchange market ;Foreign exchange risk management: Transaction exposure, accounting exposure, operating exposure; Internal risk management technique; External risk management technique-Money market and forward market

**Texts Books:**

1. Aswathappa, K. International Business. Tata Mc Graw Hill: New Delhi, 2011.
2. Cherunilam, F. International Business Text And Cases. Prentice Hall India, 2014.

**References:**

1. Yadav, P. K. and Misra, S. International Business: Text And Cases, Prentice Hall India , 2008.

2. Subba Rao, P. International Business- Text & Cases, Himalaya Publishing House, 2008.
3. Helen, D. International Management: Managing Across Borders And Cultures, PHI, 4th Ed.5.

**REMARKS: New Course. Expert Comments enclosed**

**FOURTH SEMESTER  
GENERAL ELECTIVES**

**Course Code: BA 649**

**Name of the Course: BUSINESS ANALYTICS**

**(L 2 - T 0 - P 1 - CH 4 - CR 3)**

**Unit 1: Overview of Business Analytics**

Introduction to Analytics and Business Intelligence, domain specific applications, problem solving with analytics, use of MS Excel and MS Visio for analytics

**Unit 2: Data Management**

Sources of data, organizing data, data quality, introduction to data mining process, data validation, introduction to big data, data lake strategy, basics of SQL and HiveSQL

**Unit 3: Data Visualization**

Dashboards, classification and regression trees, statistical methods for summarizing data, visualization tools

**Unit 4: Predictive Analytics**

Trendlines and regression analysis, forecasting techniques, strategies for predictive decision modelling, monte carlo simulation, introduction to R programming, artificial intelligence and machine learning

**Unit 5: Prescriptive Analytics**

Basics of Operations Research, linear programming and its applications, issue tree creation and pyramid principle, multi-criteria decision-making techniques -goal programming and analytic hierarchy process, use of MS Excel Solver for optimization problems

**Unit 6: Stochastic Models**

Introduction to Stochastic Models, Markov Models, market share estimation, market mix modelling, poisson process, renewal theory, introduction to Python, Hadoop and SAS

**Text Books:**

1. Evans, J.R.: Business Analytics, Pearson Education, 2nd Edition, 2014
2. Albright, S.C and Winston, W.L.: Business Analytics, South-Western College Publishing, 5th Edition, 2014

**References:**

1. Eckerson, W.W.: Performance Dashboards- Measuring, Monitoring and Managing your Business, John Wiley and Sons, 2nd Edition, 2010
2. Laursen, G.H.N and Thorlund, J.: Business Analytics for Managers, John Wiley and Sons, 2nd Edition, 2010

**REMARKS: New Course. Expert Comments enclosed**

**Course Code: BA 650**

**Name of the Course: KNOWLEDGE MANAGEMENT**

**(L 2 - T 0 - P 1 - CH 4 - CR 3)**

**Unit 1: The Origins of Knowledge**

Conversion from Data to Information to Knowledge, Attributes and Expressions of

Knowledge, Knowledge Classification, Tacit and Explicit Knowledge, Knowledge Conversion.

### **Unit 2: Knowledge Management and its Necessity**

Knowledge Management concepts, Need for Knowledge Management, Issues and Challenges of Knowledge Management, Knowledge Management Cycle, Learning Organization, Managing Knowledge Workers, Knowledge Sharing and Communities of Practice.

### **Unit 3: Knowledge Management: Tools and Technology**

Information and Communication Technology (ICT), Cloud Computing, Internet of Things, Data warehouse and Data Mining, Business Intelligence, OLAP, Search Engines, Intelligent Agents, Groupware Technology for Knowledge Transfer, Knowledge Portal.

### **Unit 4: Implementing Knowledge Management**

*Knowledge Management System:* Basics of Knowledge Management System, Knowledge Management System Life Cycle, Knowledge Management System Architecture, Implementation of Knowledge Management System, Knowledge Management in practice.

*Ethical, Legal and Managerial Issues:* Knowledge Owners, Legal Issues, Ethical Factor.

#### **Practical:**

Design and development a Knowledge Management System (KMS) portal of an organization.

#### **Textbooks:**

1. Jawadekar, W. S. Knowledge Management, Tata McGraw Hill Education, New Delhi, 2011.
2. Mohapatra, S. Knowledge Management, Macmillan, New Delhi, 2012.

#### **Reference Books:**

1. Tiwana, A. The Knowledge Management Toolkit (Second Edition), Pearson Education, New Delhi, 2006.
2. Awad, E.M. & Ghaziri, H.M. Knowledge Management (Second Edition), PHI Learning Private Limited, New Delhi, 2010.
3. Dalkir, K. Knowledge Management in Theory and Practice (Second Edition), PHI Learning Private Limited, New Delhi, 2011.
4. Hislop, D. Knowledge Management in Organizations (Second Edition), Oxford University Press, Oxford, 2009.

**REMARKS: Course Code and Course Syllabus Change. Expert Comments enclosed**

**Course Code: BA 651**

**Name of the Course: PROJECT MANAGEMENT**

**(L 3 - T 0 - P 0 - CH 3 - CR 3)**

#### **Unit 1:**

Introduction and basic fundamentals; Type of projects; Project idea generation and acceptance; Modelling the project system; Comparative analysis between engineering projects and other types;

**Unit 2:**

Project analysis and feasibility report - Demand Analysis and Market feasibility;  
Technical feasibility;

**Unit 3:**

Project analysis and feasibility report - Financial feasibility; Risk analysis;

**Unit 4:**

Project analysis and feasibility report - Socio-economic feasibility; Environmental feasibility;

**Unit 5:**

Project implementation and execution, PERT/CPM; Project control, problem solving;  
Analysis of project failure and over-runs;

**Unit 6:**

Manpower requirement analysis; Current trends in project management; Use of software for decision support in Project Management.

**Text Books:**

1. Prasanna Chandra: Project Preparation, Appraisal and Implementation; Tata McGraw Hill Publishing Company, New Delhi, 7th edition, 2009
2. Maylor: Project Management; Pearson Education (FT), 4th edition, 2010

**References:**

1. Gray, Larsan, Desai: Project management; McGraw Hill Education India, 4th Edition, 2010
2. Burke, Rory: Project management - planning and control techniques; John Wiley, 4th edition, 2003
3. Users' manual for MS Project, Microsoft Publisher, 2013

**REMARKS: Only Course Code Change. No other change**

**SPECIALISATION COURSES (Third and Fourth Semesters)****AREA-1: FINANCE**

**Course Code: BA 655**

**Name of the Course: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1:**

Introduction to investment management - Investment Alternatives, Risk and Return, measuring historical and expected risk and return

**Unit 2:**



Fundamental Analysis - Economic Analysis, Industry Analysis & Company Analysis, Technical

Analysis

Unit3:

Behavioural Finance - Heuristic Driven Biases, Frame Dependence, Emotional and Social Influence,

Market Inefficiency

Bond Valuation - Characteristics, Prices, Yields, Risks, Yield Curve, Term Structure, Determinants of

Interest rates

Bond Portfolio Management - Interest Rate Risks, Active, Passive & Hybrid, Strategies, Interest Rate

Swaps

Equity Valuations - Valuation Models

Unit 4:

Portfolio Theory - portfolio risk & return, efficient frontier, optimal portfolio, the Single Index Model Capital Asset Pricing Model, Arbitrage Pricing Theory-Capital Market Line, Securities Market Line

Efficient Market Hypothesis - Random Walk, Efficient Markets

Unit 5:

Portfolio Management Framework, Equity Investment Strategies, Virtual Investment Game

Unit 6:

Term paper on Equity Research

Text Books:

1. Chandra Prasanna. Investment Analysis and Portfolio Management. Tata McGraw Hills

Publishing Company Ltd.: New Delhi, 2012.

2. Fisher & Jordan. Security Analysis & Portfolio Management. Prentice Hall of India Pvt. Ltd.: New Delhi, 2012.

References:

1. Valla V.K. Investment Management. S. Chand & Company Ltd.: New Delhi, 2012.

2. Bodie, Kane, Marcus, Mohanty. Investments. Tata McGraw-Hill, 2012

3. Sharpe, Alexander, Bailey. Fundamentals of Investment. Pearson Education/PHI, 2012.

**Course Code: BA 656**

**Name of the Course: ADVANCED FINANCIAL MANAGEMENT**

**(L 3-T 0-P 0 - CH 3 – CR 3)**

### **Unit 1: Merchant Banking activities**

Evolution, Issue Management, Portfolio and Investment management, Role of MB in corporate restructuring, mergers and acquisitions

### **Unit 2: Raising long term funds**

Venture capital, IPO, FPO, private placement, preferential placement, hybrid

financing options

### **Unit 3: Leasing vs Hire purchase decisions**

Types and mechanics of leasing, leasing as a financial decision, Pros and cons of leasing, Pros and cons of hire-purchase

### **Unit 4: Performance management**

Value based management, EVA, Balanced scorecard;

### **Unit 5: Mergers and Acquisitions**

Reasons and mechanics of a merger, costs and benefits of a merger, exchange ratio

### **Unit 6: Insurance**

Term paper on any aspect of the insurance sector

#### **Text Book:**

1. Chandra Prasanna. Financial Management. Tata McGraw-Hill Publishing Company: New Delhi, 8<sup>th</sup> edition.

#### **References:**

1. Khan & Jain. Financial Management. Tata McGraw-Hill Publishing Company: New Delhi, 5<sup>th</sup> edition.
2. Machiraju H.R. Merchant Banking. New Age International Publishers, 4<sup>th</sup> edition.

**Course Code: BA 658**  
**Name of the Course: FINANCIAL ENGINEERING**  
**(L 3-T 0-P 0 - CH 3 - CR 3)**

Unit 1:

Introduction to Financial Engineering, Factors contributing to the growth of Financial Engineering,  
Conceptual & Physical Tools of Financial Engineering, Introduction to Derivatives,  
Mechanics of  
Futures Market

Unit 2:

Hedging Strategies using futures, Interest Rates

Unit 3:

Determination of Forwards & Future Prices, Interest Rate Futures

Unit 4:

Market Index -Using Index Futures, Stock Futures

Mechanics of Options Markets -Using Index Options, Using Stock Options

Unit 5:

Properties of Option Market Option Pricing Models-Binomial Option Pricing Model, Black - Scholes Option, Pricing Model

Unit 6:

Derivative Market in India -Trading, Clearing & Settlement Procedures, Regulatory Framework

Future & Option Strategies

Text Books:

1. Hall, John C and Basu, Sankarshan. Options, Futures & Other Derivatives. Pearson Education:

Delhi, 2010.

2. Marshall, John F. and Vipul K. Bansal. Financial Engineering, Miami: Kolb Publishing Co.,

1993.

References:

1. Wilmott, Paul.

Derivatives: The Theory and Practice of Financial Engineering. Wiley: New York, 1999.

2. Neftci, Salih N. Principles of Financial Engineering. Amsterdam: Elsevier, 2004.

3. Mason, Scott, Robert Merton, André Perold and Peter Tufano. Cases in Financial Engineering: Applied Studies of Financial Innovation. Englewood Cliffs:

Prentice -

Hall, 1995.

4. Smithson, Charles W. Managing Financial Risk: A Guide to Derivative Products, Financial

Engineering, and Value Maximization. McGraw Hill: New York, 1998.

**Course Code: BA 659**

**Name of the Course: FINANCIAL INSTITUTIONS AND FINANCIAL SERVICES**

**(L 3-T 0-P 0 - CH 3 - CR**

**1. Abstract:**

This course has been designed to familiarise the students with the Indian Financial System. It begins with a historical background in the context of pre 1950 and post 1950 and goes on to explain the reforms that took place in 1991.

The different Financial institutions, both regulatory and non-regulatory, are discussed here so that the students are aware of the need and importance of these institutions. Different dimensions of the financial markets are also deliberated upon in this course.

**2. Objective:**

1. To familiarise the student with financial institutions and financial markets of India.

2. To understand the role played by these institutions and markets in the Indian Financial System.

### 3. Prerequisites of the course: FINANCIAL MANAGEMENT

#### 4. Course outline+ suggested reading:

##### **Unit 1: Introduction**

Overview of financial system, Financial sector reforms

##### **Unit 2: Financial Markets**

Capital market --- Government securities market, Industrial securities market,

Money market --- Call money market, T-bill market, Commercial bill market, Discount market

##### **Unit 3: Regulatory and promotional institutions**

RBI - Role of RBI, Monetary policies of RBI

SEBI - Role of SEBI in the primary and secondary market, Investor protection measures

IRDA - Investor protection measures, Reinsurance

PFRDA- Regulation and Development of Pension Systems

##### **Unit 4: Banking**

Understanding the functioning of various banks in India (Public Sector/Pvt Sector Banks, Domestic/Foreign Banks, Scheduled/ Non-Scheduled Banks, Co-operative Banks, Regional Rural Banks, Local Area Banks, Payment Banks, Small Finance Banks), Basel norms, CAMELS rating

##### **Unit 5: Non-banking financial institutions**

Insurance companies, Venture capital firms, Credit rating agencies, Depository services, NBFCs, Micro finance institutions, Developmental Financial Institutions

#### **Text Books:**

1. Bhole L.M., Jitendra Mahakund : Financial Institutions and Markets, McGraw-Hill Publishing Company, New Delhi, 5th edition

#### **References:**

1. Kohn Meir: Financial Institutions and markets, Oxford University Press, 2nd edition
2. Khan M.Y: Financial Services, Tata McGraw Hill, 6th edition



**Course Code: BA 660**  
**Name of the Course: Management of Banking Operations**  
**(L 3-T 0-P 0 - CH 3 - CR**

**UNIT 1: COMMERCIAL BANKING:** Origin and evolution of Banks; Growth and structure of Banking System in India, Functions of commercial banks

**UNIT 2: RETAIL BANKING:** Introduction, definition, role and applicability of retailing concepts.

Retail Banking Products (both Liability and Asset Products) and Services Overview; Marketing / Selling of these products and services

Customer Relationship Management (CRM) - Role, impact and stages of customer relationship management.

Emerging trends in Retail Banking including Digital Banking and Emerging Payment Methods

**UNIT 3: CORPORATE AND INVESTMENT BANKING: Meaning and importance**

Products (both Liability and Asset Products) and services viz., Cash Management, Salary Payment, Debt Management, Factoring and Forfaiting, Trusteeship, Custodial services, Business advisory, Off shore services, Trade services, Forex Management, Corporate Deposits, Investment Banking, Merchant Banking services offered by banks, Asset Products

**UNIT 4: CREDIT MANAGEMENT**

4.1 Types of credit (Term Lending, Working Capital Lending, Fund Based & Non-Fund Based Lending, Documentary Credit etc etc Consortium finance, Multiple banking, Syndication of loans, Financing for Infrastructure)

4.2 Principles of Credit Management

4.3 Credit Appraisal Techniques

4.4 Credit Rating

4.5 Pre and Post sanction supervision

4.6 Credit Monitoring and follow up

**UNIT 5 : RISK MANAGEMENT**

Risk Concept – The Basel Norms -Risk in Banks - Risk Management Framework - Structure - Risk Identification - Risk Measurement - Risk Mitigation - Monitoring and Control - Risk Reporting.

**UNIT 6 : NPA Management/ Dealing with Credit Defaults**

6.1. Prudential Norms of RBI on Income Recognition, Asset Classification and Provisioning pertaining to Advances

6.2 Dealing with credit defaults (Restructuring, Settlements, SARFAESI Act 2002, Debt Recovery Tribunals, other Legal Options including Civil Courts and Lok Adalats, Insolvency & Bankruptcy Code, 2016)

**UNIT 7 : CENTRAL BANKING:** Evolution and Functions of Central Banking; Development of Central Banks in Developed and Developing countries. Functions of a Central Bank, Banking Ombudsman Scheme.

**UNIT 8: INTERNATIONAL BANKING:** Forex Business, Correspondent banking, Credit to exporters and importers. Risks in International Trade, Role of ECGC, Exim Bank, FEDAI, FEMA.

Text Books:

Advance Bank Management by IIBF published by Macmillan 2011

Retail Banking by IIBF published by Macmillan 2015  
Central banking by IIBF published by Macmillan 2011  
Bank Financial Management IIBF published by Macmillan 2018

**SPECIALISATION COURSES (Third and Fourth Semesters)**

**AREA-2: HUMAN RESOURCE MANAGEMENT**

**Course Code: BA 664**

**Name of the Course: HUMAN RESOURCE DEVELOPMENT**

**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Introduction to HRD**

- 1.1 Concept of HRD
- 1.2 HRD as a total system
- 1.3 Strategic HRD: aligning HRD to Organizational strategy, planned and unplanned business needs

**Unit 2: Identifying training needs: the tools used**

- 2.1 Introduction
- 2.2 Job analysis: writing down Job Description and Job Specification
- 2.3 Human Resource planning
- 2.4 Succession Planning
- 2.5 Critical Incidents
- 2.6 Management Information System
- 2.7 Performance appraisal system

**Unit 3: Specifying training needs**

- 3.1 Introduction
- 3.2 Investigating performance gaps

**Unit 4: Translating training needs into action**

- 4.1 Introduction
- 4.2 Formal and informal training
- 4.3 Various types of training

**Unit 5: Training specification and evaluation**

- 5.1 Introduction
- 5.2 Designing training/laying down the blue print
- 5.3 Need for training evaluation
- 5.4 Types of training evaluation, Evaluation tools

**Unit 6: Current trends of HRD**

- 6.1 Industrial practices
- 6.2 Competence mapping
- 6.3 HRD for Career management and Talent Management

**Text Book:**

1. Frances and Bee, Roland: Training Needs Analysis and Evaluation, University Press (India) Ltd., Hyderabad, 1999

**REMARKS: Only Course Code and minor change. No major change**

**Course Code: BA 665**  
**Name of the Course: LABOUR LAW**  
**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Industrial Disputes Act, 1947, Factories Act, 1948 and Workmen's Compensation Act, 1923**

Definitions & object of the Acts, Settlement procedure, Strikes & lock outs, Layoff & retrenchment, compensation and features of workers as per the Workmen's Compensation Act, 1923

**Unit 2: Payment of Wages Act, 1936 & Minimum Wages Act, 1948**

Definitions, Object & rules of the Acts, Maintenance of registers, Inspectors & their duties, Fixation and revision of wages, safeguard in payment of Minimum Wages, enforcement of the act, offences and penalty

**Unit 3: Trade Unions Act, 1926 and Payment of bonus Act, 1965**

Definitions, Registration & cancellation of trade unions, Duties & liabilities of trade unions, Rights of trade unions, eligibility and disqualification of bonus, determination of bonus, schemes of bonuses as per Payment of bonus Act, 1965, powers and duties of inspectors, penalties and offences.

**Unit 4: Employees' State Insurance Act, 1948 and Employees' provident Fund & Miscellaneous Provisions Act, 1952**

Definition & object, Employee's State insurance fund & contributions, Benefits, Employees' pension scheme fund, Employees' deposit linked insurance scheme, Inspectors & duties as per Employees' provident Fund & Miscellaneous Provisions Act, 1952

**Unit 5: Maternity benefit Act, 1961 & The Child Labour Act, 1986**

Definitions & object, Maternity benefits, Inspectors & duties, regulation, Scope and coverage of the act and condition of work of children, right to education and child labour

**Unit 6: Payment of Gratuity Act, 1972, Equal remuneration Act, 1976, and Mines Act, 1952**

Definitions & object, Payment of gratuity, Process of determining gratuity, Inspectors & duties, influence of Equal remuneration Act, 1976, Scope and coverage of the act, working condition in mines as per The Mines Act, 1952,

**Unit 7: The Weekly Holidays Act, 1942**

Definitions & object, Weekly holidays in shops, restaurants and theatres, duties and Powers of Inspectors, Powers of exemption and suspension.

**Unit 8: The Building and Other Constructions Workers' (Regulation of Employment and Conditions of Service) Act, 1996 and The Contract Labour (Regulation and Abolition) Act, 1970**

Definitions & object, Benefits and schemes for workers, welfare and health of workers. Definitions & object of the contract Labour Law, advisory board and duties, Registration of Establishments employing contract labour, Licensing of Contractors, welfare and health of contract welfare

**Unit 9: The Plantation Labour Act, 1951**

Definitions & object, Registration of plantations, Appeals against orders of



registering officer, Duties and powers of Chief inspector and inspectors Medical facilities, welfare

**Unit 10: The Unorganized Workers' Social Security Act, 2008 & The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959**

Definitions & object, State Social Security Board for Unorganized Workers', Registration, Miscellaneous. Definitions & object of The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959, Act not to apply in relation to certain vacancies, Employers to furnish information and returns in prescribed form, Right of access to records or documents, Power to make rules.

Text Books:

1. Kapoor.N.D.: Elements of Mercantile law, Sultan Chand and Sons, New Delhi, 2014.

References:

1. Singh.B.D.: Labour Laws for Managers, Excel Books, 2010

2. Padhi: Labour and Industrial Laws, PHI , New Delhi, 2017

**Course Code: BA 666**

**Name of the Course: INDUSTRIAL RELATIONS**

**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Industrial Labour in India**

Growth of Industrial labour Force in India, Structure and composition of labour force in India. Characteristics of Indian Labour- Social composition, Sex composition, Skill level, Labour mobility, Labour commitment, Work culture, Productivity and competitiveness

**Unit 2: Conceptualizing Industrial Relations**

Concept, Parties to Industrial Relations, Approaches to Industrial Relations, Importance of to Industrial Relations, IR scenario in India, Challenges to Industrial Relations system, Measures to improve Industrial Relations. Govt. policies toward Industrial Relation- Pre and Post-independence era Role of International Labour organization (ILO). Global Practices of Industrial Relation- IR practices in Great Britain and Germany

**Unit 3: Trade Unionism**

Concept, Emergence of Trade Union in India, Functions, types of Trade Union, Features of Trade Union, Problems of Trade Union -size, finance, structure, leadership, Trade Union rivalry, recognition of Union, Recommendations for solving the problems of trade union.

**Unit 4: Industrial Dispute**

Concept, Causes of Dispute, Types of Dispute, Manifestation of dispute, Dispute prevention and settlement machineries

**Unit 5: Collective Bargaining**

Meaning, Importance, Level of bargaining, Collective agreement and its item, Factors affecting bargaining, Bargaining process, Hurdles to Collective Bargaining in India

**Unit 6: Workers Participation in Management (WPM)**

Meaning, Goals, Degrees and forms, Schemes of WPM in India, Hurdles to WPM in India

**Text Books:**

1. Memoria, C.B., S, Mamoria, and Gankar: Dynamics Industrial Relations, New Delhi, Himalaya Publishing House P, 2010.
2. Venkatratnam: C.S. Industrial Relations, New Delhi, Oxford Higher Education P, 2009.

**References:**

1. Sinha, P.R.N., Indu, Sinha, and S.P. Shekhar: Industrial Relation, Trade Union and Labour Legislation, New Delhi, Pearson education P, 2009.
2. Padhi, P.K.: Labour and Industrial Laws, New Delhi, PHI Learning P. 2012

**REMARKS: Only Course Code Change. No other change**

**Course Code: BA 667**

**Name of the Course: SOCIAL AND INDUSTRIAL PSYCHOLOGY**

**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Part 1: Social Psychology****Unit 1: Introduction to Social Psychology**

Concept, definition, Evolution of Social Psychology, General model of Social Psychology

**Unit 2: Understanding others I**

Social perception- Basic aspect of perception, Factors affecting perception, Specific application of social perception. Social cognition- Definition, Process of cognition, Basic aspect of social cognition. Attitudes- Definition, Components of attitude, Functions of attitude, Ways of acquiring attitude, Influence of attitude on behaviour.

**Unit 3: Understanding others II**

Prejudice and discrimination- Concept, Reasons for prejudice & discrimination, T Breaking the cycle of prejudice & discrimination, Aggression- Concept, Theoretical perspectives, Reduction of aggression, Pro-Social Behavior- Concept, factors responsible, Organizational citizenship behaviour

**Part II: Industrial Psychology****Unit 1: Introduction to Industrial Psychology**

Concept, definition, Evolution of Industrial Psychology, Aim and objectives, Approaches to Industrial Psychology

**Unit 2: Work place and psychology**

Job analysis- Basic aspect of job analysis, conducting job analysis; Recruitment- Purpose of recruitment, Sources and methods of recruitment, evaluating effectiveness of recruitment strategies; Selection- Legal issues in employee selection, characteristics of effective selection techniques, different selection techniques and development of selection techniques especially psychometric test, Use of bio-data and reference letter; Assessment- Aim of Performance appraisal, Performance appraisal process, Evaluation of

performance appraisal methods, Human errors in evaluation of performance.

**Unit 3: Work stress and psychological well-being**

Concept and manifestation of stress, Consequences of stress, Causes of stress, Reducing and managing stress.

**Text Books:**

1. Baron and Branscombe : Social Psychology, Prentice Hall of India, New Delhi, 2014
2. Singh, N.: Industrial Psychology, Tata McGraw Hill Pvt Ltd., New Delhi, 2011

**References:**

1. Schultz, D. and Schultz, S.E.: Psychology and Work Today, Pearson Education Inc, New Delhi, 2011
2. Spector P. E.: Industrial and organizational Psychology: Research and Practice, John Wiley & Sons: New York, 2016
3. Cascio, F.W. and Aguinis, H.: Applied Psychology in Human Resource Management, PHI, New Delhi, 2011.
4. Aamodt: Industrial/Organisational Psychology: An Applied Approach, Cengage Learning, New Delhi, 2016

**REMARKS: New Course. Expert Comments enclosed**

**Course Code: BA 668**

**Name of the Course: TALENT ACQUISITION AND MANAGEMENT  
(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Talent Acquisition:**

- 1.1 Introduction to Talent Acquisition,
- 1.2 Talent Acquisition practices and Recruiting Process
- 1.3 Strategic Trends in Talent Acquisition,
- 1.4 Talent acquisition management solutions

**Unit 2: Introduction to Talent Management:**

- 2.2 Talent Management – Overview,
- 2.3 Talent Management – History
- 2.4 Scope of Talent Management,
- 2.5 Need of Talent Management,
- 2.6 Key Processes of Talent Management,
- 2.7 Talent vs knowledge people,
- 2.8 Source of Talent Management,
- 2.9 The Talent Management Problems and Challenges
- 2.10 Consequences of Failure in Managing Talent,
- 2.11 Tools for Managing Talent

**Unit 3: Building Blocks for Talent Management:**

- 3.1 Introduction,
- 3.2 Building Blocks of Effective Talent Management System- Competency Assessment,
- 3.3 Performance Appraisals, Succession and Career planning

**Unit 4: Talent Management System:**

- 4.1 Introduction,
- 4.2 Effective Talent Management System,
- 4.3 Critical Success Factors to Create Talent Management System,
- 4.4 Critical success factors of best practice Talent Management System,
- 4.5 Factors of unique talent management approach,
- 4.6 Key Elements of Talent Management System

**Unit 5: Life Cycle of Talent Management:**

- 5.1 Introduction,
- 5.2 Linkage between Talent Management Process and Workforce,
- 5.3 Importance of Talent Management Process,
- 5.4 Important Steps to Assess Talent Management Process,
- 5.5 Stages of Talent Management,
- 5.6 Essentials of Talent Management Process

**Unit 6: Approaches to Talent Management:**

- 6.1 Talent Management Approaches- Coaching, mentoring, Training, education, learning, high stretch roles.
- 6.2 Compensation and reward strategies for Effective Talent Management: effective compensation, Strategic Compensation plan for Talent Engagement pay for performance, ESOP, long term incentives to retain top talent
- 6.3 Mapping Business Strategies and Talent Management Strategies,

- 6.4 CEO Talent Management
- 6.5 Challenges of Talent Management

**Unit 7: Talent Planning:**

- 7.1 Introduction to Talent Planning,
- 7.2 Objectives of Talent Planning,
- 7.3 Steps in Strategic Talent Planning,
- 7.4 Succession Planning Program,
- 7.5 Innovative talent planning,
- 7.6 Current Industry Practices for Strategic Talent Planning

**Unit 8: Talent Engagement and Retention:**

- 8.1 Introduction,
- 8.2 Concept of Talent Engagement,
- 8.3 Retention,
- 8.4 Employee Engagement Strategies and Retention,
- 8.5. On-boarding
- 8.6 Role of Human Resource Management Department in Talent Acquisition and Management

**Unit 9: Role of Information Technology in effective Talent Management Systems:**

- 9.1 Introduction,
- 9.2 Role of Information Technology in Talent Management Systems,
- 9.3 Talent Management Information System,
- 9.4 Creating Business Value through Information Technology,
- 9.5 Five Steps to a Talent Management Information Strategy,
- 9.6 HR Analytics for TM Processes,

**Reference Books**

1. Berger, D. (2011). *The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People*. McGraw-Hill Education; 2nd edition
2. Conaty, B. & Charan, R. (2010). *The Talent Masters: Why Smart Leaders Put People Before Number*, Crown Business.
3. Sims, D.& Gay, M. (2007). *Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning*. Authorhouse; 1st edition
4. Goldsmith, M. & Carter, L. (2009) *Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent*. Pfeiffer; 1<sup>st</sup> edition.
5. Wilcox, M. (2016). *Effective Talent Management: Aligning Strategy, People and Performance*. Routledge; 1 edition.
6. Cheese, P., Thomas, R. & Craig, E. (2007) *The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance*. Kogan Page; Reprint edition.
7. Peter Cappelli (2008) *Talent on Demand*

**REMARKS: New Course. Expert Comments enclosed**

**Course Code: BA 669**

**Name of the Course: COMPENSATION AND BENEFITS**

**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Compensation**

- 1.1 Compensation: concept - monetary and non- monetary,
- 1.2 Objective,
- 1.3 Organizational problems related to Compensation administration
- 1.4 Dimensions of compensation
- 1.5 Nature; types of compensations, new trends in compensation management

**Unit 2: Wages**

- 2.1 Meaning of Wages under different acts (Indian)

**Unit 3: Compensation determination**

- 3.1 Compensation determination process
- 3.2 Job Analysis,
- 3.3 Job Evaluation,
- 3.4 Performance appraisals etc.

**Unit 4: Benefits and Services:**

- 4.1 Concept and Nature of Benefits,
- 4.2 Classification of Employee Benefits,
- 4.3 Employee Benefit Programs,
- 4.4 Long term Incentive plans,
- 4.5 Strategic Perspectives on Benefits,
- 4.6 Factors Influencing Choice of Benefit Program,
- 4.7 Administration of Benefits and Services,

**Unit 5: Rewards & Recognition:**

- 5.1 Concept of Reward Management,
- 5.2 Developing Reward Policies,
- 5.3 Designing a Successful Reward Strategy, types of rewards
- 5.4 Recognition: concept and methods

**Unit 6: Strategic Compensation planning**

- 6.1 The approach
- 6.2 The compensation structure: base pay and allowances;
- 6.3 Performance related pay: Performance Management System; Different approaches: Balance Score Card etc
- 6.4 Executive compensation;
- 6.5 Analysing actual Industrial Payment sector wise

**Unit 7: Key components of wage policy and wage fixing machinery**

- 7.1 Objectives and key considerations of wage policy;
- 7.2 Five year plans,
- 7.3 Pay commissions,
- 7.4 Wage Boards,
- 7.5 Adjudication,
- 7.6 Collective bargaining

**Unit 8: International compensation management.**

- 8.1 Comparison of payment in different countries

## 8.2 Different payment methods

### **Text Books:**

1. Singh B.D.: Compensation and Reward Management, Excel Books, 2007.
2. Milkovich & Newman: Compensation, TMH, 2004.

### **References:**

1. Sharma, A.M.: Understanding wages system, Himalaya Publishing Co, 2014.
2. Joseph, J. Martocchio, Strategic Compensation, 3rd Edition, Pearson Education, 2014.
3. Richard, I.: Compensation Management in Knowledge based world, Anderson, 10th edition, Pearson Education , 2011.

**REMARKS: Course code, name and content revision. Expert Comments enclosed**

**Course Code: BA 670**

**Name of the Course: ORGANIZATION EFFECTIVENESS AND CHANGE  
(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Introduction to Organizational Effectiveness**

- 1.1 Concept of Organizational Effectiveness,
- 1.2 Dimensions of Organizational Effectiveness,
- 1.3 Objectives of Organizational Effectiveness,
- 1.4 Various approaches to Organizational Effectiveness

**Unit 2: Introduction to Organizational Change**

- 2.1 Concept of change and Organizational Change,
- 2.2 Different types of change,
- 2.3 Need for change,
- 2.4 Levers of change,
- 2.5 Environmental perspective, Open System Planning model,

**Unit 3: The Change process**

- 3.1 Lewin's Perspective and other models

**Unit 4: Managing change**

- 4.1 Various Change Management models, The change process

**Unit 5: Organization Development**

- 5.1 Concept of Organization Development,
- 5.2 OD process: Diagnostic activities, action planning, stabilization

**Unit 6: Different OD interventions for organizational effectiveness**

- 6.1 Strategic Interventions,
- 6.2 Techno-structural Interventions,
- 6.3 Human process Interventions,
- 6.4 Human Resource Management Interventions.
- 6.4 OD Practices in Indian organization
- 6.5 Case study

**Text Books:**

- 1. French, W.L & Bell, C.H: Organizational Development, Behavioral Science Intervention for Organisation Improvement, Prentice Hall, New Delhi, 2009

**References:**

- 1. Thornbill, A: Managing Change, Pearson Education, New Delhi, 2008
- 2. K. Harigopal: Management of Organisational Change, Response Books, New Delhi, 2006
- 3. Cummings, T. G. and Worley, C. G.: Organization Development and Change, Thomson Southwestern, Singapore, 7<sup>th</sup> edition, 2013

**REMARKS: Only Course Code Change. No other change**



**Course Code: BA 671**

**Name of the Course: CROSS CULTURE AND INTERNATIONAL HUMAN  
RESOURCE MANAGEMENT  
(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Introduction**

Human resource management and international human resource management, Globalization and its impact on Human Resource Management

**Unit 2: Critical Issues**

Multiculturalism and Cross culture issues and its management.

**Unit 3: International Human Resource Management Practices - I**

Recruitment and selection, Training and development

**Unit 4: International Human Resource Management Practices - II**

Compensation- Compensation Components (Monetary and Non-monetary)

**Unit 5: Key issues in International Industrial Relations**

Trade unions, Participatory Management, Legislation and the international workforce

**Unit 6: Repatriation**

Understanding Repatriation, Challenges of re- entry, Repatriation process, Managing Repatriation

**Text Books:**

1. Subba Rao, P.: International Human Resource Management, Himalaya Publishing House, 2007.
2. Edwards, T. and Rees, C.: International Human Resource Management, Pearson Education Ltd 2011.

**References:**

1. Aswathapa, K.: International Human Resource Management, Tata McGraw Hill Publishing Co 2013.
2. Aswathapa K., and Dash S.: International Human Resource Management- Text and Cases, Tata McGraw Hill Publishing Co 2008.

**REMARKS: Only Course Code Change. No other change**

**SPECIALISATION COURSES (Third and Fourth Semesters)**

**AREA-3: MARKETING MANAGEMENT**

**Course Code: BA 673**

**Name of the Course: Understanding Consumers**

**(L 3 - T 0 – P 0 - CH 3 - CR 3)**

**Unit 1:**

Introduction to Consumer Analysis, Models of Consumer Behaviour, Market segmentation; Bases for segmentation, Criteria for effective targeting of market segments, Implementing segmentation strategies.

**Unit 2:**

Need and Motivation; Dynamic nature of motivation, Types and systems of needs, Frustration, Defense mechanism.

**Unit 3:**

Personality and Consumer Behaviour; Theories of personality, Personality and understanding consumer diversity, Self and self-image.

**Unit 4:**

Perception; Dynamic of perception, Consumer imagery, Perceived risk.

**Unit 5:**

Learning and Consumer Involvement; Behavioural learning theories, Cognitive learning theory, Brand loyalty; Attitude-Formation and Change; Attitude formation, Attitude change.

**Unit 6:**

Cultural and social influences on consumer behavior; Group influence and social media; Influence of income, occupation and social class on consumer behavior.

**Text Books:**

1. Kanuk, Leslie & Schiffman, Leon: Consumer Behaviour, Prentice Hall, India 2011
2. Bannet, Peter D & Kassarian, Harold, H.: Consumer Behaviour, Prentice Hall of India, New Delhi. , 2000

**References:**

1. Peter, Paul J & Olson, Jerry: Consumer Behaviour and Marketing Strategy, Tata McGraw Hill, 2005

**Course Code: BA 674**

**Name of the Course: SERVICES MARKETING**

**(L 3 - T 0 – P 0 - CH 3 - CR 3)**

Services Defined; special characteristics of services: heterogeneity, inseparability, intangibility and perishability; attributes those differentiate services from manufactured goods.

Service as a system: Service delivery system, service operation system; the drama of service delivery; the service process; people processing, possession processing, information processing; Classification of Services; Understanding of Service Quality gap model,

Service quality dimensions: Introduction to service satisfaction measurement techniques; SERVQUAL- Reliability, Assurance, Tangibles, Empathy, and Responsiveness,

Marketing Mix for Services: 4 traditional P's, Other special elements for Services marketing – Product, Physical evidence, People, and Customer Service.

The Service Product- Process, Complexity & divergence, Process blueprinting; Differentiating services, Positioning and Repositioning through structural changes, The flower of service.

Physical Evidence: Essential and peripheral, the servicescape, other tangibles; specific tactics for creating service atmosphere- sight appeals: size, shape, colour, location, architecture, sign, entrance lighting; sound appeals, scent appeal, touch appeal.

People: People as a form of process of service, people as the service, as the marketers, as the brand and as the organisation; internal marketing; differing roles of people- Primary, facilitators and ancillary; Contactors, Modifiers, Influencers, Isolates, people as boundary spanners and thus having emotional labour due to role conflict.

Customer Service: Complaint handling, Customer Service Strategy, Customer Service Audit, factors that shape customer service function.

Pricing strategies for services: Cost as tripod, costs customers incur for a service- money, time, physical efforts, sensory costs and psychic costs. Pricing bases: revenue oriented, operations oriented, patronage oriented. Pricing of repeat purchase, Annual Maintenance Contract.

Not for profit service operation: Basic issues, understanding the customers and their needs.

Distribution Channel for Services

Service Failure and Recovery: use of customer feedback including complains to understand service failure; Service Recovery strategies.

Unique customer behaviours for service.

Moments of Truth,

Customers' roles in service delivery. Customer as the competitor

Managing Demand with capacity

**Indicative reading**: A particular text book shall not be followed. However, if you want better clarification of the class discussions and learn more about the topics you are encouraged to read the following books:

Zeithaml, V.A., Bitner M.J., Gemler, D.D. & Pandit, A. (6<sup>th</sup> Edition). *Services Marketing*, Tata McGraw Hill

Lovelok, C. & Wirtz, J. (2017): *Services Marketing. People, Technology, Strategy*, Pearson Education (free online edition uploaded by Wirtz, J.)

Nargundkar: *Services Marketing: Text and Cases*, Tata McGraw Hill

Apte, G. (2004). *Services Marketing*, Oxford University Press, New Delhi

Juhari, V, & Dutta, K. (2010). *Services Marketing, Operations and Management*. Oxford: New Delhi

Payne, A. (1995). *The Essence of Services Marketing*. Prentice Hall India: New Delhi

**Course Code: BA 675**

**Name of the Course: Social Marketing**

**(L 3 - T 0 - P 0 - CH 3 - CR 3)**

Unit 1: Type and concept of Social Marketing, nature and scope of social marketing, Basic principles of marketing and the "4 Ps" of Social marketing, Understanding Social marketing effort , Various stages.

Unit 2: Application of Social marketing, Identifying areas of social marketing, Process of Social marketing campaign,

Unit 3: Drivers of effective social marketing, Understand your target group, Contacting target groups, Research methodology in social marketing,

Unit 4: Designing and developing effective social marketing communication, tools directing to target audience, Challenges in social marketing

Unit 5: Social marketing to bring behavioural changes and benefits, Understanding associated cost while bringing changes, sustainable behavioural changes,

Unit 6: Identifying barriers to action and continuing with the changed behaviour, Monitoring progress through social marketing, controlling campaigning of social marketing.

**Text Book:**

Marvin E. Goldberg; Martin Fishbein; Susan E. Middlestadt: *Social Marketing: Theoretical and practical perspectives*

**Course code: BA 676**  
**Name of the course: DIGITAL MARKETING**  
**(L 3-T 0-P 0 - CH 3 – CR 3)**

**Unit 1:**

Basic of E-Marketing; Transition from traditional business to e-business, E-business and e-commerce, Role of e-commerce in e-business

**Unit 2:**

Evolution of e-business and its stages, e-business models, Designing' an e-commerce site.

**Unit 3:**

Digital business competitive and business strategy, Building competitive advantage through the digital network.

**Unit 4:**

Design and development of a business website, Steps involved in website development, Analysing website traffic.

**Unit 5:**

Building and launching business website, Change management.

**Unit 6:**

Promotions on the Website; Ordering; Delivery and Payment Intricacies; E-Marketing In India.

**Text Book:**

1. Strauss, Judy, EL-Ansary, Adel and Frost, Raymond: E-Marketing, Prentice Hall of India Private Limited, New Delhi, 2011

**References:**

1. Bajaj, Kamlesh K. and Nag, Debjani. E - Commerce: The Cutting Age of Business, Tata McGraw Hill Publishing Company, New Deihl , 2004
2. Bhasker, Bharat. Electronic Commerce: Framework, Technologies and Application, Tata McGraw Hill Publishing Company Limited, New Delhi, 2004.
3. Kueglar, Jr. Web Advertising and Marketing, Prentice Hall of India Private Limited, New Delhi, 2004

**Course Code:677**

**Name of the course: INTEGRATED MARKETING COMMUNICATIONS**

**(L 2-T 0-P 1 – CH 4 – CR 3)**

**UNIT ONE: INTRODUCTION TO IMC**

IMC: Meaning, role, functions and objectives.

Introduction to IMC methods: advertising, sales promotion, personal selling, direct marketing publicity, public relations.

The IMC planning process

**UNIT TWO: COMMUNICATION PROCESS**

Analysing the communication process

Source, Message, and Channel factors

**UNIT THREE: DEVELOPING THE IMC PROGRAMME**

Establishing objectives

Creative Strategy: planning and implementation

Media planning and strategy

**UNIT FOUR: MEDIA PLANNING AND STRATEGY**

Evaluation of print and broadcast media; Other media

Direct marketing and sales promotion

The internet and interactive media

**UNIT FIVE: MONITORING, EVALUATION AND CONTROL**

Measuring the effectiveness of the IMC programme

**UNIT SIX: IMC AND BRANDING**

Branding: Basic concepts

The brand building process

Role of IMC in branding

**Text Book:**

George E Belch and Michael A Belch: Advertising and Promotion: An Integrated Marketing Communications Perspective, Tata McGraw Hills 9<sup>th</sup> Edition

**Course Code: BA 678**

**Name of the Course: Contemporary Retailing**

**(L 3 - T 0 - P 0 - CH 3 - CR 3)**

Unit 1: Introduction to Retail

Retailing defined, Evolution of retailing, Definition of Retailing, The Retail Environment: Economic, legal, technological, Competitive; Scenario of Retail in India, Drivers of Growth, Rural Impact, Challenges, Retail Structures, The Global Retail Scenario

Unit 2: Retail strategy

Category Management, Efficient Consumer Response, Growth of Category Management, process of Category Management, Pricing Factors, Strategies of Pricing,

Unit 3: Contemporary Retailing

Retail in the digital age, Creating new customer experiences, Role of digital marketing and social media in retail, Importance of user research, Visual design Power and usage of customer data

Unit 4: Retail Management Process and technology

Wheel of Retailing/Cyclical Theory, Dialectic Process, Retail Accordion Theory, Polarization Theory, Natural selection, Retail Management Process ; Current Technologies, Need of technology in retail, Benefits and Challenges

Unit 5: Retail location and layout strategy

Decision making while choosing location, Demand estimation and methods, Objectives of layout and design, Importance of Layout, Steps for Preparing a Layout, Required Considerations in a Layout

Unit 6: Retail Buying Strategy and relationship marketing

Buying objectives, Organizational purchase, Models of buying behaviour, buyer and their responsibilities ; Creating Repeat Customers, Winning Customers and Loyalty, Behaviour of Shoppers, store Security.

Unit 8: Introductory analytics

Explore different types of analytics and why they are important for business, AI and the future of retail, Application of analytics by looking at some challenges for businesses.

Unit 9: Redesigning of distribution strategies , Marketing Channel: Functions and flows of marketing intermediaries, Types of channel members, Customer service standards, Vertical Marketing Structure, Physical Distribution: Integrated logistics and customer service standards, Transportation decisions, Warehousing decisions, Order processing, inventory decisions.

Text Books:

1. Bajaj, C.; Tuli, R.; and Srivastava, N.: Retail Management. Oxford University Press
2. Sinha, Piyush Kr and Uniyal ,Dwarika P : Managing Retailing, Oxford University Press

**Course Code: BA 679**

**Name of the Course: RELATIONSHIP MARKETING AND SALESMANSHIP**

**(L 3 - T 0 - P 1 - CH 3 - CR 3)**

### **Relationship Marketing**

Relationship Marketing explained: Definition of relationship marketing, Evolution of relationship marketing. Goals of Relationship Marketing, Cost and benefit of relationship marketing.

Relationship Marketing as a component of CRM: Philosophy of Customer Relationship Management, Relationship marketing in various fields of Marketing: Services, Distribution Channel, Consumer Market, Mass Market, Key Account Management, Direct marketing.

Strategies for Customer Bonding: Categories of customer bonding, Relationship marketing ladder; Levels of customer bonding- Brand Equity/Value bond, Attitudinal bond, Financial bond, Social bond, Customisation (Personal) bond, Structural bond.

Retention Tactics: Volume and Frequency Reward, Bundling and Cross Selling, Stable Pricing, Continuous and Personal Relationship, Creating Social Bonds among Customers, Customer Intimacy, Mass Customisation, Anticipation/Innovation, Shared Process and Equipment, Joint Investment, Integrated Information System.

Life Time Value (LTV) of Customer: Definitions, Calculation of LTV: concept of attrition curve, LTV horizon, Average invoice, Spending rate, Referral rate, Direct cost, acquisition cost, Relationship cost, Referral reward, Discount rate. Assumptions related to LTV calculations, criticism of LTV calculation.

Relationship Marketing tools: Customer Database, Data mining, Using RM in strategic customer segmentation- Recency, Frequency and Monetary value (RFM) model.

RM and Technology: Use of Information and other technologies for Customisation, Communications, Interaction and Positioning, Customer Measurement, Customer Care and in other aspects of RM

**Salesmanship** (*apart from few introductory classes the students are to be exposed to real life selling environment. Evaluation will be through Mock Selling activities*)

Introduction to selling and salesmanship: Roughts and tumbles of the Salesman, Essential qualities of a salesman.

The Selling Process: Identification, Preparation, Presentation, Objection Handling, Negotiation, Closing, and Building Relationship.

### **Text Books:**

Indicative reading: A particular text book shall not be followed. However, if you want better clarification of the class discussions and learn more about the topics you are encouraged to read the following books:

Godson, Mark (2009). *Relationship Marketing*, Oxford.

Gordon, Ian (1998) *Relationship Marketing: New Strategies, Techniques and Technologies*, John Wiley and Sons Canada, Ltd: Ontario

Zeithaml, Valarie A; Bitner, Mary Jo; Gremler, Dwayne D. ; Pandit, Ajay (2018). *Services Marketing, Tat McGraw Hill: New Delhi*

### **Readings:**



Sarma, M. K. (n.d.) *Relationship Marketing: An Exploratory Discussion*. Available at <http://www.tezu.ernet.in/dba/new/faculty/mrinmoy/RelationshipMarketing.pdf>

Kumar, V. (2007). Customer lifetime value — The path to profitability, *Foundations and Trends in Marketing*, 2(2) DOI: 10.1561/17000000004

**Course Code: BA 680**  
**Course Name: Product and Brand Management**  
**(L 3-T 0-P 0 – CH 3 – CR 3)**

**CO –**

- Making the students learn fundamentals of Product and Brand Management (PO 1)
- Understanding the significance of product strategy as a critical source of business competitiveness. (PO 1, PO 8, PO 10)
- Understanding the theoretical and practical foundations to product management. (PO 4)
- Familiarising students with the concepts of brand building and management to keep brands strong over the years. (PO 4)

**Unit 1**

Introduction to product: Competition and product strategy, Product life cycle, product portfolio, factors influencing product portfolio.

**Unit 2**

Managing new products: new product development process, new product strategy, managing growth of new product

**Unit 3**

Managing mature products: Competitive strategies, extending product life cycle, customer relationship management.

**Unit 4**

Introduction to brand management: What is a brand, why branding is important, branding challenges and opportunities, strategic brand management process, brand positioning and brand association, brand equity.

**Unit 5**

Growing and sustaining brand equity: Designing and implementing branding Strategies, launching brand extensions, managing brands overtime, developing a brand equity management system.

**Unit 6**

Measuring and interpreting brand performance: the brand value chain, brand architecture, brand hierarchy, brand extension, reinforcing brands.

**Text Book:**

Kevin Lane Keller, M.G. Rameswaram: Isaac Jacob, Strategic Brand Management, Pearson, Latest Edition

Donald R. Lehman and Russell S. Winer: Product Management, Tata McGraw Hill, Latest Edition

**References:**

Michael Baker & Susan Hart: Product Strategy and Management, Pearson, Latest Edition

**Course code: BA 681**

**Name of the course: Rural Marketing  
(L 3 - T 0 - P 0 - CH 3 - CR 3)**

Unit 1: Glimpse of Rural Market in India, Characteristics of rural market, rural market scenario in India and the developing world, opportunities present in rural market, challenges and strategies

Unit 2: Rural market behaviour, Influences on Consumer behavior, consumer buying behaviour model, purchase decision process (with special reference to rural market)

Unit 3: Rural Economics/ Prevailing market environment, Rural environment: demographic, physical, social and political; Rural economic structure: firm and non firm structures, various income generating Govt. sponsored programmes for rural development -impact on demand creation.

Unit 4: Marketing mix for rural marketing, Planning of products for rural markets, Special characteristics of rural products, pricing concerns in rural market, Communication in rural market - opportunities and challenges

Unit 5: Distribution channels, Distribution pattern and methods in rural markets, Special characteristics of rural channels, distribution models in rural markets, rural logistics. Weekly Haat or Bazar

Unit 6: Segmenting and targeting rural markets, Segmentation: Heterogeneity in rural markets, prerequisites for effective segmentation, degrees of segmentation, bases for segmenting rural consumer markets.

Targeting: Evaluation of rural segments, choosing a rural coverage strategy, positioning in rural market segments.

**Text Book:**

1. Kashyap, P: Rural Marketing. Pearson.
2. Dogra & Ghuman: Rural marketing: Concepts and Practices

**SPECIALISATION COURSES (Third and Fourth Semesters)**

**AREA-4: OPERATIONS MANAGEMENT**

**Course Code: BA 682**

**Name of the Course: MATERIAL MANAGEMENT & INVENTORY CONTROL  
(L3- T0- P0- CH3- CR3)**

**Unit 1:**

Fundamentals of Materials Management; Material cycle; Forecasting; Production Planning and Materials Requirements

**Unit 2:**

Materials Procurement; Tendering; Types of Tenders

**Unit 3:**

Storage and warehousing concepts, Receipt, Warehouse type, Layout, issue of materials and updation of records; Manpower and equipment;

**Unit 4:**

Material Classification, Need and usage of classification, Single-dimensional classification, Multi-dimensional classifications; Materials Codification, Usage of codification, Codification types;

**Unit 5:**

Inventory Systems for different demand situations, deterministic models; Economic Order Quantity (EOQ) under different situations of pricing, demand and delivery;

**Unit 6:**

MRP and MRP-II - technical requirements, Software usage in Inventory management; Contemporary scenario.

**Textbooks:**

1. Arnold, Chapman: Introduction to Materials Management: Pearson, 6th edition, 2009
2. Gopalkrishnan and Sundarsan: Material Management: An Integrated Approach, Prentice Hall of India Private Limited, New Delhi, 2003

**References**

1. K. Dutta: Materials Management: Procedures, Text and Cases, Prentice Hall of India Private Limited, New Delhi, 2nd edition, 2004

**REMARKS: Only Course Code Change. No other change**

**Course Code: BA 683**  
**Name of the Course: QUALITY MANAGEMENT**  
**(L3- T0- P0- CH3- CR3)**

**Unit 1:**

Quality Management Basic Concepts; Quality Gurus; Quality Policy and Objectives;

**Unit 2:**

Total Quality Management approaches; Organization for Quality; Operations Planning for Quality;

**Unit 3:**

Quality Assurance; Management tools and Statistical tools for Quality Management; Statistical Quality Control; Statistical Process Control

**Unit 4:**

Quality Standards and Certification; Quality Audits; Quality Awards; ISO-9000 certification; Six Sigma Systems

**Unit 5:**

Economics of Quality; Cost of Quality; Cost Benefit analysis of Quality related expenses

**Unit 6:**

Quality standards for Indian Industry; Contemporary Concepts

**Textbooks:**

1. Bedi, K; Quality Management; Oxford University Press, 2006
2. Feigenbaum : Total Quality Control; McGraw Hill, 4th edition, 2005

**References:**

1. Chowdhury : Design for Six Sigma; Dearborn Trade Publishing, Chicago, 2005
2. Ledolter, Burril : Statistical Quality Control: Strategies and Tools for Continual Improvement; Wiley, 1999
3. Juran & Gyrna : Quality Planning & Analysis; McGraw Hill, 3rd edition, 1993
4. Crosby: Quality is Free; Tata McGraw Hill, 1980
5. Crosby: Quality is still Free - Making Quality Certain in Uncertain Times; McGraw Hill, 1999

**REMARKS: Only Course Code Change. No other change**

**Course Code: BA 684**

**Name of the Course: LOGISTICS AND TRANSPORTATION MANAGEMENT  
(L3- T0- P0- CH3- CR3)**

**Unit 1:**

Introduction to Logistics; Role of Logistics in Supply Chain; Reverse logistics; Integrated logistics; Integration with other functional areas;

**Unit 2:**

Transportation and transporters; Types of Transportation; Transportation inside and outside work area; PL Structure

**Unit 3:**

Logistics Infrastructure- Ports, Hubs, Crossdocks, Warehouses; Port Operations; Containerization

**Unit 4:**

Transportation Scheduling and Routing, Vehicle and fleet scheduling, Route Optimization; Fleet Planning; Manpower scheduling

**Unit 5:**

INCOTERMs; Import Export Formalities; Custom Formalities and documentation

**Unit 6:**

Transportation and Logistics Management Systems, SAAS Enabled Logistics

**Unit 7:**

Contemporary Trends in Logistics

**Textbooks:**

1. Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno; Introduction to Logistics Systems Management; Wiley Series; 2017
2. Sunil Chopra, Peter Meindl, D.V. Kalra: Supply Chain Management- Strategy, Planning and Operation, Pearson Education, Delhi, 2012

**Reference Books:**

1. Martin Christopher; Logistics and Supply Chain Management; FT Publishing, 2016
2. Edmund J. Gubbins; Managing Transport Operations; Kogan Page, London; 3rd Edition, 2003

**REMARKS: Course Code and Course Syllabus Change. Expert Comments enclosed**

**Course Code: BA 685**  
**Name of the Course: PROCESS CERTIFICATION**  
**(L3- T0- P0- CH3- CR3)**

**Pre-requisite course:** Quality Management (BA 683)

**Unit 1:**

Revisit of Quality Standards and Certification; Quality Audits; Quality Awards;

**Unit 2:**

Precertification preparations; Manpower training; Documentations;

**Unit 3:**

Statistical preparations; Technical preparations; Housekeeping aspects;

**Unit 4:**

Certification for different Sectors, and geographical regions, Manufacturing, Services, Software industries, Health sector; Certification formalities; Certifying agencies and bodies;

**Unit 5:**

Stages of certification; Internal and External audits; ISO-certification; Six-Sigma Systems; OHSAS certification

**Unit 6:**

Economics of Quality certification; Implicit and Explicit Cost/Benefit Analysis

**Textbook:**

1. Eldon H. Christensen, Kathleen M. Coombes-Betz, and Marilyn S.; The Certified Quality Process Analyst Handbook; American Society for Quality, Quality Press; 2007

**References:**

1. David Hoyle; ISO 9000 Quality Systems Handbook - updated for the ISO 9001:2008 standard; Elsevier; 2009
2. Keith M. Gardner; Successfully Implementing Lean Six Sigma: The Lean Six Sigma Deployment Roadmap; Pinnacle Press; 2013

**REMARKS: Only Course Code Change. No other change**

**Course Code: BA 686**

**Name of the Course: ADVANCED OPERATION RESEARCH & OPTIMIZATION  
(L3- T0- P0- CH3- CR3)**

**Pre-requisite course:** Operations Research (BA 636), or equivalent course in Operations Research.

**Unit 1:**

Revisit applications of Linear Programming Problems (LPP), Queuing Theory Models, Replacement Models, Monte Carlo simulation;

**Unit 2:**

Advanced utility of Linear Programming; Duality and Sensitivity Analysis; Integer Linear Programming;

**Unit 3:**

Advanced topics of Queuing Theory; Sequencing and Scheduling;

**Unit 4:**

Simulations; Discrete Simulation;

**Unit 5:**

Optimization techniques, Unconstrained problems,

**Unit 6:**

Heuristics in optimization, Genetic Algorithms, Swarm Algorithms, Tabu Search

**Textbooks:**

1. Taha: Operations research: An Introduction, Prentice Hall, 9th Edition, 2011
2. Hillier, Lieberman, Nag and Basu: Introduction to Operations Research; Tata McGraw Hill; 9th edition; 2012

**References:**

1. Sharma; Operations Research - Theory and Applications; Macmillan India Limited, New Delhi, 5th Edition; 2013
2. David J. Rader; Deterministic Operations Research: Models and Methods in Linear Optimization; Wiley; 2010.

**REMARKS: Only Course Code Change. No other change**

**Course Code: BA 687**

**Name of the Course: TECHNOLOGY AND INNOVATION MANAGEMENT  
(L3- T0- P0- CH3- CR3)**

**Unit 1:**

Introduction to Technology; Classification of technology; Inter-disciplinary nature of technology; Technology and competitive advantage; Forecasting for technology;

**Unit 2:**

R & D in technology; Technology acquisition; Technology transfer; Planning for technology; Technology Life Cycle;

**Unit 3:**

Innovative technology and entrepreneurship, Technological boundaries, Investment for technology;

**Unit 4:**

Economics of technology management; Cost of technology development, adaptation, acquisition and transfer.

**Unit 5:**

New Product Development; Paradigms, Cycles and Waves of Scientific, Technological, and Industrial Evolution; Technology-Push Innovation and Demand-Pull Innovation

**Unit 6:**

Risks in technology development; Risks in adaptation of technology; Disruptive Innovation

**Textbooks:**

1. Tarek Khalil, Ravi Shankar; Management of Technology: The Key to Competitiveness and Wealth Creation; Tata McGraw; 2nd edition, 2012
2. Drucker; Technology, Management and Society; Routledge; 2011

**References:**

1. Ravi Kiran, U.; A Textbook of Technology Management; Laxmi Publications; 2008
2. Robert M. Verburg, J. Roland Ortt, Wilhelmina Margaretha Dicke; Managing Technology and Innovation: An Introduction; Routledge; 2006

**REMARKS: Course Code, Name Change and Content Added. Expert  
Comments enclosed**



**SPECIALISATION COURSES (Third and Fourth Semesters)**

**AREA-5: INFORMATION TECHNOLOGY**

**Course Code: BA 691**

**Name of the Course: DATABASE MANAGEMENT SYSTEM**

**(L 2- T 0- P 1 - CH 4- CR 3)**

**Unit 1:**

Overview and Fundamentals, Database oriented approach to Data Management; History of Database Applications; DBMS Architectures; Data Dictionary, Data Models, Data Definitions, Data Modification Models;

**Unit 2:**

Entity Relational Model: Design and Construction, ER diagram conversion to relational model; Relational Model, Basic Relational Algebra, Basic Relational Calculus;

**Unit 3:**

Query Languages: SQL, SQL Constructs, Query Compositions, Transaction Processing, Embedded SQL Integrity Constraints;

**Unit 4:**

Normalization, Level of Normalization and their use, Dependencies, Keys, Concepts of Keys; Indexing and Hashing, Tables Clustering;

**Unit 5:**

Concurrency Control Techniques, Concurrency Control Based on Timestamp Ordering; Database Security Concepts; Levels of security; Database Recovery Techniques; Recovery Techniques Based on Deferred Update, Recovery Techniques Based on Immediate Update; Recent trends in Database Management;

**Unit 6:**

Design and Implementation of a Small Database, along with use of Queries.

**Text Books:**

1. Elmasri, R, Navathe, S; Fundamentals Of Database Systems, 6/E; Pearsons; 2011
2. Abraham Silberschatz, Henry Korth, S. Sudarshan; Database System Concepts; 6/e; Tata McGraw Hill; 2011

**References:**

1. Narang Rajesh: Database Management Systems, Prentice Hall of India Private Limited, New Delhi, 2/e, 2006.
2. Connolly: Database Systems: A Practical Approach to Design, Implementation, and Management, Pearson Education (Singapore) Pvt. Ltd., Delhi, 4/e, 2008.

**REMARKS: Only Course Code Change. No other change**

**Course Code: BA 692**

**Name of the Course: OBJECT ORIENTED ANALYSIS AND DESIGN**

**(L 2- T 0- P 1 - CH 4- CR 3)**

**Unit 1: Keys Concepts of Object-Oriented Programming**

Concepts of Structured Programming and Object-Oriented Programming Paradigms, Data Abstraction, Information Hiding, Class, Object, Constructors, Destructors, Members Functions, Friend Functions, Templates, Exception Handling.

**Unit 2: Inheritance**

Concept of Inheritance, Single inheritance, Multiple Inheritance, Multilevel Inheritance and Hybrid Inheritance, Virtual Base Class.

**Unit 3: Polymorphism**

Compile time Polymorphism: Operator Overloading, Function Overloading, Static Binding. Run-Time Polymorphism: Virtual Functions, Pure Virtual Functions, Abstract Class, Dynamics Binding.

**Unit 4: Object Oriented Design**

Object Oriented Design Approaches: Object Model, Dynamic Model, and Functional Model. (Object Diagram, State Diagram, and Data Flow Diagram). Phases of Object-Oriented Development: Object Analysis, System Design, Object Design.

**Practical:**

The Practical component comprises of programs in C++ and Java programming languages that the student must do as assignments.

**Textbooks:**

1. Balaguruswamy, E. Object Oriented Programming with C++, Tata McGraw Hill, New Delhi, 2001.
2. Balaguruswamy, E. Programming with Java - A Primer, Tata McGraw Hill, New Delhi, 1998.
3. Rumbaugh, J., Blaha, M., Premerlani, W., Eddy, F. & Lorensen, W. Object-Oriented Modelling and Design, Prentice Hall of India Private Ltd., New Delhi, 1997.

**Reference Books:**

1. Farewell, J. Java for Beginners, Cengage Learning, New Delhi, 2000.
2. Bhave, M. & Patekar, S. Object Oriented Programming with C++, 2/e, Pearson Education, New Delhi, 2012.
3. Schild, H. The Complete Reference to Java, MacGraw Hill, New York, 2002.

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**Course Code: BA 693**  
**Name of the Course: SOFTWARE ENGINEERING**  
**(L 2- T 0- P 1 - CH 4- CR 3)**

**Unit 1: Basic Concepts of Software Engineering**

Introduction to software engineering, concept of a software project, size factor, quality and productivity factor, different phases of a software development life cycle, managerial issues.

**Unit 2: Software project planning**

Problem definition, development of a solution strategy, development process planning, software development models and their comparative study, Organizational structure planning, project formats and team structures, Planning for quality assurance and configuration Management, Planning for verification and validation. Cost estimation and evaluation techniques, cost estimation based on COCOMO model and Raleigh model. Software requirements analysis and specifications techniques- their notations & languages.

**Unit 3: Software design and implementation**

Concept of fundamental design, Design approaches- top-down & bottom-up, structured, object-based & object-oriented design, Design specification and notations. Structured coding techniques, coding styles, and standards, Guidelines for coding and documentation.

**Unit 4: Software verification, validation and reliability**

Theoretical foundation, black box and white box approaches, Integration and system testing. Definition and concept of reliability, software faults, errors, repair and availability, reliability and availability models.

**Practical:**

The practical component will include the implementation of a real-life information system applying Software Engineering Techniques.

**Textbooks:**

1. Pressman, R.S. Software Engineering: A Practitioners Approach (Sixth Edition), McGraw Hill, New York, 2006.

**Reference Books:**

1. Shooman, M, L. Software Engineering: design, reliability, and management McGraw Hill, New York, 1983.

2. Fairley, R.E. Software Engineering Concepts, McGraw Hill, New York, 1985.

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**Course Code: BA 694**

**Name of the Course: WEB DESIGNING**

**(L 2- T 0- P 1 - CH 4- CR 3)**

**Unit 1: Client/Server Computing**

Introduction to Client Server Computing: What is C/S Computing, Middleware, Fat client VS Fat Servers, N-tiered Software Architecture. Web Browser: Browser Architecture, Configuration of Netscape and Internet Explorer Web Server Architecture: Web Server Architecture, Server Features, Configuration of Apache and IIS.

**Unit 2: HTML Basics**

Document Basics, Tables, Hyperlink, Images, Formatting Techniques, Embedding Multimedia Objects, Background Sound, Frames, Using Cascading Style Sheets.

**Unit 3: PHP**

Introduction to PHP, Control Flow in PHP, Arrays in PHP, Loops in PHP, Functions in PHP, Object Oriented Programming using PHP, Database Connectivity using PHP.

**Unit 4: JavaScript**

Introduction to JavaScript, Functions in JavaScript, For Loop in JavaScript, While Loops in JavaScript, Control Flow in JavaScript, Introduction to Object I and II in JavaScript.

**Practical:**

The Practical component includes designing of web pages using HTML, PHP and JavaScript. The final practical will involve designing a dynamic website having database connectivity.

**Textbook:**

1. Zakour, J., Foust, J. & Kerven, D. HTML 4 How-To, Techmedia, New Delhi 1998.

**Reference Books:**

1. Jaworski, J. Javascript and Jscript, BPB Publication, New Delhi, 1999.
2. Gilmore, W.J. & Bryla, B. Beginning PHP and ORACLE: From Novice to Professional, Berkley, Apress, C.A., 2007.
3. Croft, B. A., Darnell, R. & Powers, S. Dynamic Web Publishing Unleashed (2nd Edition), New Delhi: Techmedia, 1997.

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**Course Code: BA 695**

**Name of the Course: OPERATING SYSTEM**

**(L 2-T 0-P 1 - CH 4 - CR 3)**

**Unit 1: Introduction to Operating System**

Features of an Operating System, Operating Systems Concepts: Single User Vs Multiple Users, Multiprogramming, Time Sharing, Multitasking.

**Unit 2: Process and Memory Management**

Process Management: Process states, process control block, process scheduling algorithms, Mutual exclusion, Inter-process communication issues. Memory Management: Contiguous and non-contiguous allocation, virtual memory, segmentation, paging, page scheduling and replacement algorithms.

**Unit 3: I/O Management, File System and Deadlock and Recovery I/O management**

I/O overview, disk scheduling algorithms. File System: Management, protection mechanisms. Deadlock and Recovery: Introduction to Deadlocks, Deadlock Detection and Recovery, Deadlock Avoidance, Deadlock Prevention.

**Unit 4: UNIX Operating System Concepts**

Overview of UNIX Architecture - Structure of UNIX System, User Commands, File Handling, Shell Programming, System Commands, Utilities.

**Practical:**

The Practical component includes writing Shell programs and Utility programs in UNIX.

**Textbook:**

1. Tanenbaum: A. S. Modern Operation Systems (Third Edition), Prentice Hall of India Private Limited, New Delhi, 2012.

**Reference Books:**

1. Das, S. UNIX Concept & Application (Fourth Edition), Tata McGraw Hill, New Delhi, 2006.

2. Stephens, W.R. Advanced Programming in the UNIX Environment, Addison-Wesley, New Delhi, 1992.

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**Course Code: BA 696**

**Name of the Course: NETWORKING AND COMMUNICATION**

**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Basics concepts of Networking**

Definition, Classification, Network Structure, Connection-Oriented vs Connectionless Service, ISOOSI reference Model, TCP/IP reference model

**Unit 2: Physical Layer**

Concepts of data transmission, Transmission media like Coaxial cable, Twisted Pair, Optical Fibre, Wireless Transmission, Communication satellites, digital modulation and multiplexing methods, modem, standard protocols like RS-232C, RS-449, X.21.

**Unit 3: Medium Access Control and Data link Layers**

Medium Access Control: Broadcast Networks: ALOHA, CSMA, CSMA/CD, token ring, token bus, Standard LAN Protocols (IEEE 802.X), FDDI, satellite networks. Data link layer: Framing, error control techniques, data link protocols and their performance, SDLC protocol.

**Unit 4: Network and Transport layer**

Network Layer: Routing, Congestion and deadlock control Algorithms, Internetworking issues and devices, gateways, bridges and routers, IP & X.25 protocols. Transport Layer: Connection management, Quality of Service, TCP/IP Protocol, ATM.

**Unit 5: Session and Presentation Management**

Session Management: Session establishment and maintenance, Dialogue management, Recovery. Presentation Management: Data Compression, Lossless Compression Algorithms- Run length encoding, DPCM, Dictionary-based methods, Image compression- JPEG, Video compression- MPEG; Security and authentication techniques, Encryption algorithms.

**Unit 6: Applications and Network Administration**

Applications: Telnet, Remote login, File transfer, Network file system, Network management. Network Administration: UNIX network programming with TCP/IP, Network File System, and Windows NT installation, configuration and use.

**Textbooks:**

1. Tanenbaum: A. S. Computer Networks, Prentice Hall of India Private Limited, New Delhi, 2003.
2. Stephens, W.R. Advanced Programming in the UNIX Environment, Addison-Wesley, New Delhi, 1992.

**Reference Books:**

1. Stalling, W. Data & Computer Communication, Pearson Education, New Delhi, 2004.
2. Forouzan, B.A. Data Communication and Networking (Third Edition), Tata McGraw Hill, New Delhi, 2004.

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**Course Code: BA 697**  
**Name of the Course: DATA MINING**  
**(L 3-T 0-P 0 - CH 3 - CR 3)**

**Unit 1: Data Mining Basics**

Definition, Knowledge Discovery in Databases vs Data Mining, Database Management System vs Data Mining, Application of Data Mining, Data Mining Technique, Issues and Challenges of Data Mining.

**Unit 2: Association Rule Mining Techniques**

A Priori Algorithm, Partition Algorithm, Pincer-Search Algorithm, Dynamic Itemset Counting Algorithm, FP-tree Growth Algorithm, Other Algorithms.

**Unit 3: Clustering Techniques**

Partitioning Algorithms, k-Medico Algorithm, Hierarchical Clustering, Other Clustering Techniques.

**Unit 4: Other Techniques**

Decision Tree Techniques, Neural Network, Genetic Algorithm, Rough Sets.

**Unit 5: Web Mining**

Definition, Web Content Mining, Web Structure Mining, Text Mining.

**Unit 6: Mining of Complex Types of Data**

Mining of Spatial Databases, Multimedia Databases, Time-series Analysis.

**Textbook:**

1. Pujari,A.K. Data Mining Techniques, University Press (India) Private Ltd, Hyderabad, 2001.

**Reference Books:**

1. Han, J. & Kamber, M. Data Mining: Concepts and Techniques (Second Edition), Morgan Kaufmann Publishers, San Francisco, C.A., 2006.
2. David, H., Heikki, M. & Padhraic, S. Principles of Data Mining, PHI Learning, New Delhi, 2009.

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