



Important Academic Rules MBA Degree Programme

GENERAL

- The Regulations may evolve and get revised/refined or updated or amended or modified or changed through approvals from the Academic Council from time to time, and shall be binding on all parties concerned, including the Students, Faculty, Staff, Departments, University Authorities and officers. Further, any legal disputes shall be limited to the legal jurisdiction determined by the location of the University and not that of any other parties.
- If, at any time after admission, it is found that a candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., the matter will be reported to the AC, recommending revoking the admission of the candidate.
- The LU reserves the right to cancel the admission of any student at any stage of his study programme in the University on the grounds of unsatisfactory academic performance or indiscipline or any misconduct.
- Medium of instruction shall be English.

PROGRAMME

- For full-time students, the duration of study shall be a minimum of six trimesters and a maximum of Four years. For part time students, the duration of study shall be a minimum of nine trimesters and maximum of Five years.
- The course content for an M.B.A Degree Programme will typically consist of the following components:
 - (a) Two-Letter Grade Courses
 - (i) Programme Core Courses
 - (ii) Elective Courses*
 - (iii) Dissertation
 - (b) Non-Two-Letter Grade Courses
 - (i) Minor Project
 - (ii) Seminar
 - (iii) Professional Achievements and Values

* Some electives may be pre-requisite for another elective course.
- Note: A student has to register for the above courses at the appropriate time decided by BOS.
- The exact credits offered for the programme for the above components, the term-wise distribution among them, as well as the syllabi of all postgraduate

courses offered by the department are given in the 'Scheme of Studies and Syllabus'.

- The Minimum Credit Requirement for the M.B.A. Degree is 90.

DISSERTATION

- The Dissertation carries 12 credits and spreads over three trimesters, normally during fourth to sixth trimesters for full time students and seventh to ninth trimesters for part time students (or as recommended by BOS). The progress of the Dissertation shall be monitored by the guide.
- Under special circumstances a student can be allowed to undertake dissertation work in industry/research laboratory/other University. The place of work has to be approved by AC.
- A candidate shall submit 5 copies of the Dissertation duly recommended by the guide after assessment by the committee to the Chairman, DEC, on or before the specified date. The Report shall be in the format prescribed by the University.
- The earliest date for the submission of dissertation shall be three weeks before the closure of the trimester in which the dissertation work credits have been registered for, and is expected to be completed, or as announced by the DAA.
- Extension of time beyond the announced last date for submission of the Dissertation may be granted by the DAA on recommendation from the HOD.
- The final evaluation is done by a Dissertation Evaluation Committee (DEC) constituted by the pertinent BOS. There shall be an open seminar followed by a viva-voice examination as part of the final evaluation. After the final evaluation, appropriate double-letter grade is recommended to DAA, for necessary action.
- If in the opinion of DEC, the Dissertation needs some minor modifications DEC will report to DAA along with recommended grade. The DAA shall instruct the candidate suitably to incorporate the necessary modifications and to resubmit it to the Chairman, DEC. After such resubmission, the chairman, DEC will certify that the necessary modifications have been incorporated and recommend to DAA for the acceptance and award of the grade as recommended by DEC.
- The title of the Dissertation shall be indicated in the Transcript.
- The dissertation grades will be considered for TGPA and CGPA calculation.

NON TWO-LETTER GRADE COURSES

- These are courses that must be completed by the student at appropriate time as suggested by the Faculty Advisor. The 'S' grade is awarded for satisfactory completion of the course and 'N' grade is awarded for non-completion of the course. In case 'N' grade is awarded, the student has to re-register for the same course wherein he has no alternative options. However, he can opt for other courses if he has been provided with multiple options. The 'S' and 'N' grades do not carry grade-points and hence not included in the TGPS, CGPS computations.

ASSOCIATION

MBA

- Every Post Graduate student of the University shall be associated with the Parent Department, throughout his study period.
- The schedule of academic activities for a term, including the dates of registration, mid-term examinations, end-term examination, inter-term vacation, etc. shall be referred to as the Academic Calendar of the term, and announced at least two weeks before the closing date of the previous term.

PRE-REGISTRATION

- In order to facilitate proper planning of the academic activities of a term, it is essential for the students to declare their intent to register for a course well in advance, before the actual start of the academic session, through the process of Pre-Registration, which is mandatory for all those students of second or subsequent term who propose to deviate from recommended scheme of studies.
- Pre-registration is an expression of intention of a student to pursue particular course(s) in the next term. It is an information for planning for next term. Every effort will be made to arrange for a course opted by the student. However, it is not obligatory on the part of the university to offer the course(s) and no course may be offered if the number of students opting for the course is less than 15 or 25 percent of the admission strength whichever is less.
- If a student fails to pre-register it will be presumed that he will follow suggested normal scheme of studies provided that he is progressing at a normal pace. For remaining students the HOD of the parent department will plan for courses as per the convenience of the department.

REGISTRATION TO COURSES

- Every Student after consulting his Faculty-Advisor is required to register for the approved courses with the HOD of parent department at the commencement of each term on the days fixed for such registration as notified in the academic calendar.
- A student shall register for courses from amongst the courses being offered in the term keeping in mind the minimum and maximum credits allowed for a degree and other requirements i.e. pre-requisite, if any, TGPA and CGPA after consulting the Faculty Advisor. No registration will be valid without the consent of HOD of the parent department.
- A student will be permitted to register in the next term as per the suggested normal scheme only if he fulfills the following Conditions:
 - (a) Satisfied all the Academic Requirements to continue with the programme of studies without termination.
 - (b) Cleared all university, library and hostel dues and fines (if any) of the previous term.
 - (c) Paid all required advance payments of the university and hostel for the current term.
 - (d) Not been debarred from registering on any specific ground by the university.
- The students will be permitted to register for course(s) being offered in a term other than his normal suggested scheme provided that the time table permits.
- The registration in the critical cases will be done as per the priority given

below:

- (a) Fulfillment of minimum credit requirement for continuation,
 - (b) The completion of programme in minimum period needed for degree, (Those who need to improve TGPA/CGPA)
 - (c) The fulfillment of pre-requisite requirement of courses.
- Students who do not register on the day announced for the purpose may be permitted LATE REGISTRATION up to the notified day in academic calendar on payment of late fee.
 - REGISTRATION IN ABSENTIA will be allowed only in exceptional cases with the approval of the DAA after the recommendation of HOD through the guardian of the student.
 - Credits will be awarded in registered courses only.

MINOR PROJECT and SEMINAR

- **Minor Project:**
This involves essentially to develop a case-study after collecting / going through the relevant material / data pertaining to an organization. This course is a 2 credit course to be completed at appropriate time stipulated by BOS.
- **Seminar:**
This course is a one credit course to be completed at appropriate time stipulated by BOS. The student will make presentations on topics of academic interest.

REGISTRATION- REVISION

- A student has the option to ADD courses for registration till the date specified for late registration in the Academic Calendar.
- On recommendation of the Teaching Department as well as the Parent Department, a student has the option to DROP courses from registration until two weeks after the commencement of the classes in the term, as indicated in the Academic Calendar.
- A student can register for auditing a course, or a course can be converted from credit to audit or from audit to credit, with the consent of the Faculty Advisor and Course Instructor within two weeks after the commencement of the classes in the term as indicated in the Academic Calendar. However, CORE Courses shall not be available for audit.

ATTENDANCE REQUIREMENTS

- LU academic programmes are based primarily on the formal teaching-learning process. Attendance in classes, participating in classroom discussions and participating in the continuous evaluation process are the most essential requirements of any academic programme.
- Attendance will be counted for each course scheduled teaching days as per the academic calendar.
- The attendance requirement for appearing in end term examination shall be a minimum of 75% of the classes scheduled in each course.

LEAVE OF ABSENCE

- The leave of absence must be authorized as per regulations.

- A student short of attendance in a course (less than needed after leave of absence and condonation by VC) will be awarded 'FF' grade in the course.
- All students must attend all lecture, tutorial and practical classes in a course. The attendance will be counted course wise.
- To account for approved leave of absence e.g. representing the University in sports, games or athletics; professional society activities, placement activities, NCC/NSS activities, etc. and/or any other such contingencies like medical emergencies, etc., the attendance requirement shall be a minimum of 75% of the classes scheduled in each course to appear in the examination.
- A student with less attendance in a course during a trimester, in lectures, tutorials and practicals taken together as applicable, shall be awarded 'FF' grade in that course, irrespective of his academic performance, and irrespective of the nature of absence.
- If the period of leave is more than three days and less than two weeks, prior application for leave shall have to be submitted to the HOD concerned, with the recommendation of the Faculty-Advisor, stating fully the reasons for the leave requested, along with supporting documents.
- If the period of leave is two weeks or more, prior application for leave shall have to be made to the DAA with the recommendations of the Faculty-Advisor, HOD concerned stating fully the reasons for the leave requested, along with the supporting documents. The DAA may, on receipt of such application, grant leave or decide whether the student be asked to withdraw from the course for that particular term because of long absence.
- If a student fails to apply and get sanction for absence as in (a) and (b) above, his parent/guardian may apply to the VC with reasons duly recommended by the faculty advisor, HOD and DAA and explain in person to the VC the reasons for not applying in time. The VC will consider on merit and decide to grant the leave or withdrawal from the course for that particular term subject to any condition that he may like to impose. The decision of the VC shall be final and binding.

ABSENCE DURING EXAMINATIONS

- A student who has been absent during Mid-term Examination due to illness and/or any exigencies may give a request for make-up examination within one week after the Mid-term Examination to the HOD with necessary supporting documents in person. The HOD may consider such requests depending on the merits of the case, and after consultation with the course instructor, may permit the Make-up examination for the Student concerned. However, no makeup examination will be permitted if the attendance in the course is less than 60% till the date of examination.
- In case of absence from End-term Examination of a course(s) on Medical ground and/or other special circumstances, the student can apply for award of 'I' grade in the course(s) with necessary supporting documents and certifications by an authorized person to the HOD within one week after the End-term Examination. The HOD may consider the request, depending on the merit of the case, and after consultation with the Course(s) Instructor(s)/ faculty advisor permit the MET Examination for the student concerned. The student may subsequently complete all course requirements within the date stipulated by BOS (which may

possibly be extended till first week of trimester under special circumstances) and 'I' grade will then be converted to an appropriate Double-letter grade, as per Clause No: G5.9. All the details of such a decision with date of finalizing the grade shall be communicated to DAA. If such an application for the 'I' grade is not made by the student then a double-letter grade will be awarded based on his term performance.

COURSE CREDIT ASSIGNMENT

- Every Course comprises of specific Lecture-Tutorial-Practical (L-T-P) Schedule. The credits for various courses are shown in the Schemes of Studies and syllabus.
- The Academic Performance Evaluation of a Student shall be according to a Letter Grading System, based on the Class Performance Distribution.
- The double-letter grade (AA, AB, BB, BC, CC, CD, DD, FF) indicates the level of academic achievement, assessed on a decimal (0-10) scale.

Letter-Grades and Grade-Points:

LETTER-GRADE	GRADE-POINTS	REMARKS
AA	10	
AB	9	
BB	8	
BC	7	
CC	6	
CD	5	
DD	4	
FF	0	Fail
I	-	Incomplete
U	-	Audited
W	-	Withdrawal
S	-	Satisfactory
N	-	Unsatisfactory

DESCRIPTION OF GRADES

- An 'AA' grade stands for outstanding performance, relative to the class which may include performance with previous batches. The Course Instructor is supposed to take utmost care in awarding of this highest double-letter grade.
- The 'DD' grade stands for marginal performance and is the minimum passing double-letter grade.
- The 'FF' grade denotes very poor performance, i.e. failure in a course, and the Course Instructor is supposed to take utmost care while awarding this lowest double-letter grade.
- A student, who obtains 'FF' grade in a core course, has to repeat (re-register) that core course, in subsequent trimesters/sessions whenever the course is offered, until a passing grade is obtained. However, for an elective course in which 'FF' grade has been obtained, the student may either repeat the same course, or register for any other elective course.
- An 'I' grade denotes incomplete performance in any course due to absence at the end term examination (see also Clause No: G7.4). When

the 'I' grade is converted to a regular double letter grade, a penalty of ONE Grade-Point is imposed, by awarding the double-letter grade that is immediately below the one that the student would have otherwise received except when the student has 95% attendance record in the subject concerned. For example, if on the basis of the performance including MET Examination, a student gets AB grade, he will be awarded BB grade if not under exception rule.

- 'U' grade is awarded in a course that the student opts to register for audit. It is not mandatory for the student to go through the entire regular process of evaluation in an audit course. However, the student has to go through some process of minimal level of evaluation and also the minimum attendance requirement, as stipulated by the Course Instructor and approved by the corresponding BOS, for getting the 'U' grade awarded in a course, failing which that course will not be listed in the Grade Card.
- A 'W' grade is awarded when the student withdraws from the course. Withdrawal from a course is permitted only under extremely exceptional circumstances (like medical emergencies, family tragedies and/or other unavoidable contingencies) and has to be recommended by the HOD and approved by the DAA. However, no withdrawal is permitted after the finalization of the grades in the term.
- 'S'/'N' These grades are awarded for the Mandatory Learning Courses. The 'S' grade denotes satisfactory performance and completion of a course. The 'N' grade is awarded for non-completion of course requirements and the student will have to register for the course until he obtains the 'S' grade.

FEEDBACK TO STUDENTS

- A student requires feedback on the progress of his learning. For this purpose, the Instructor will conduct at least two quizzes for a theory course in a term-one before Mid-term Examination and the other there after. The quizzes will form a component of class work, the other components being tutorials, home assignments or any other mode.
- For a laboratory course, the continuous assessment's feedback will be given through the laboratory records which are required to be submitted after performing the experiment in the next laboratory class.

EVALUATION

- The double-letter grade awarded to a student in a course other than a practical course i.e. 0-0-P course for which he has registered, shall be based on his performance in quizzes, tutorials, assignments etc., as applicable, in addition to one mid-term examination and end-term examination. The weightage of these components of continuous evaluation may be as follows:

End-term Examination	:	50%
Mid-term Examinations	:	30%
Quizzes, Tutorials, Assignments, etc. (Several over the term)	:	20%
Total	:	100%

- The double letter grade awarded to the student in a practical course i.e. 0-0-P course will be based on his performance in regular conduct of experiments, viva voce, laboratory report, quizzes etc., in addition, to term

practical examination. The weightage of the components of continuous evaluation may be as follows:

Conduct of Experiments (as per syllabus)	:	40%
Lab Record	:	10%
Quizzes/Viva Voice	:	20%
End-term Examination	:	30%
Total	:	100%

- The University shall conduct the End-term examination for all theory courses being taught in the term.
- The answer books of all Mid-term Examination and End-term Examination will be shown to the students within three days of the last paper. It is the responsibility of the student to check this evaluation and affix his signature in confirmation.
- If the student finds some discrepancy, he should bring it to the notice of the Course Coordinator. The Course Coordinator will look into the complaint and remove the doubts of the student and proceed with the work of grading.
- If a student is not satisfied with the award of the grade after the announcement of the grades, he may appeal on a Grievance Form duly filled in along with the fee receipt for this purpose to the HOD of the parent department within one week of the following term. The HOD will forward the form along with his recommendation based on the records of the case to DAAB within the date specified in the Academic Calendar.

SCHEME OF EXAMINATION

- The duration of examinations for a theory course will be 3 hours for end-term examination 1½ hours for mid-term examination.
- The pattern of question paper/examination will be as under:
- **Theory Courses:**
The University shall conduct the End-term examination for all theory courses being taught in the term.
 - (a) There will be eight questions in all distributed over all the units in a course syllabus. The question paper will be in three parts with weightage 20 percent, 40 percent and 40 percent respectively.
 - (b) Part-A will be short answer type with multiple parts covering all the units in the syllabus, which will be compulsory.
 - (c) Part-B will have three questions from any three units, which will have long answers of derivation/descriptive type. Two questions are to be answered from this part.
 - (d) Part-C will consist of four questions from the remaining four units and they will be of problem solving type in order to measure ability on comprehension/analysis/synthesis/application. The relevant data will be made available. The student is required to solve two questions. However, for Part-C, the external examiner may select the questions from the question bank supplied by LU.
- Students are allowed in the examination the use of single memory, non-programmable calculator. However, sharing of calculator is not permitted.
- **Laboratory Courses:**

- (a) The End-term Examination in laboratory course will be conducted jointly by an external examiner (other than the instructor) and an internal examiner (the coordinator / instructor) jointly.
- (b) The student will be given randomly an experiment to perform from within the list of experiments in the course.
- (c) No change in the experiment will be permitted after the draw, if the student had performed the same in the class.
- **Mid-Term Examination:**
Question 1 is compulsory covering all topics taught till then. Question 2 and 3 will be essay type, out of which student will answer any one. Question 4 and 5 will be to measure to ability of analysis / comprehension / synthesis / application. The student will answer any one.

TRANSPARENCY

- The answer books of all Mid-term Examination and End-term Examination will be shown to the students within three days of the last paper. It is the responsibility of the student to check this evaluation and affix his signature in confirmation.
- If the student finds some discrepancy, he should bring it to the notice of the Course Coordinator. The Course Coordinator will look into the complaint and remove the doubts of the student and proceed with the work of grading.
- The entire process of evaluation shall be transparent, and the course instructor shall explain to a student the marks he is awarded in various components of evaluation.

RESULT

- The final marks shall be displayed on the notice board for ONE day, (the date of which will be indicated in the academic calendar). A student can approach the concerned course instructor(s) for any clarification within Two days of display. The process of evaluation shall be transparent and the students shall be made aware of all the factors included in the evaluation. In case of any correction, the course instructor shall have to incorporate the same before finalization of the grades.
- The Student's Grade Card shall contain the Letter-Grade for each registered course; along with the TGPA at the end of the term, and the CGPA at the completion of the programme.

APPEAL FOR REVIEW OF GRADE

- The entire process of evaluation shall be transparent, and the course instructor shall explain to a student the marks he is awarded in various components of evaluation.
- In case of any grievance about the grades, the student may appeal for review of grades to the Departmental Academic Appeals Board (DAAB) before the date specified in Academic Calendar.
- The fee for such an appeal will be decided from time to time. If the appeal is upheld by DAAB, then the fee amount will be refunded to the student without interest.
- VC shall have power to quash the result of a candidate after it has been declared, if

- (a) he is disqualified for using malpractice in the examination;
- (b) a mistake is found in his result;
- (c) he is found ineligible to appear in the examination

AWARD OF DIVISIONS

- The overall performance of a student will be indicated by two indices:
 - (i) **TGPA** which is the Term Grade Point Average
 - (ii) **CGPA** which is the Cumulative Grade Point Average

TGPA for a Term is computed as follows:

$$TGPA = \frac{\sum C_i G_i}{\sum C_i}$$

Where,

C_i denotes credits assigned to i^{th} course with double-letter grade, and G_i denotes the grade point equivalent to the letter grade obtained by the student in i^{th} course with double-letter grade, including all 'FF' grades in that term.

CGPA is computed as follows:

$$CGPA = \frac{\sum C_i G_i}{\sum C_i}$$

Where,

C_i denotes credits assigned to i^{th} course with double-letter grade, and G_i denotes the grade point equivalent to the letter grade obtained by the student in i^{th} course for all courses with double-letter grades, including all 'FF' grades in all terms at the end of the programme.

For CGPA calculation, the following grades are to be counted:

- (i) Grades in all core courses,
- (ii) The best grades in the remaining eligible courses to fulfill the minimum credits requirement for a programme.
- The degree will be awarded only upon compliance of all the laid down requirements for programme as under:
 - (i) There shall be University requirement of earning a minimum credits for a degree, satisfactory completion of mandatory learning courses and other activities as per the course structure.
 - (ii) There shall be a minimum earned credit requirement on all Departmental core courses, Elective course and Major Project as specified by BOS.
 - (iii) There shall be a maximum duration for complying to the degree requirement.
 - (iv) The candidate will be placed in First Division with Honours / First Division with Distinction/First Division/Second Division which will be mentioned on the degree certificate as under:

DIVISION	CONDITIONS TO BE FULFILLED
First Division with Honours	CGPA \geq 8.5 No 'FF', N or W grade in any course during the programme
First Division with Distinction	CGPA \geq 8.5

First Division	CGPA \geq 6.75
Second Division	CGPA \geq 5.0 but $<$ 6.75

Note: Although, there is no direct conversion from grades to marks, however, for comparison purposes percentage of marks may be assumed to be CGPA multiplied by nine.

DEGREE REQUIREMENTS

- The requirements for the M.B.A. degree programme are as follows:
 - University Requirements:**
 - Minimum Earned Credit Requirement for Degree is 90.
 - Securing a CGPA of at least 5.50 in the Course Work.
 - Satisfactory completion of Project / Seminars
 - Programme Requirements:** Minimum Earned Credit Requirements on all Core Courses, Elective Courses and dissertation as specified by the BOS and conforming to Course Structure given above.
 - The Maximum duration for a student for complying to the degree requirement from the date of registration for his first term, is FOUR years in respect of full time students and five years in respect of part time students.

GRADE IMPROVEMENT

- A student may be allowed to improve CGPA in an appropriate term if his CGPA falls below 5.5.

TERMINATION FROM THE PROGRAMME

- A student shall be required to leave the University without the award of the Degree, under the following circumstances:
 - If a student fails to earn the minimum credits specified below:
 - Full Time Student:

Check Point	Credit Threshold*
End of FIRST year	20

- Part Time Student:

Check Point	Credit Threshold*
End of FIRST year	13
End of SECOND year	26

* If at any stage, a student fails to cross the threshold with a minimum CGPA of 5.5, he will be treated as critical case and will be advised to improve the grades.

Note: The period of temporary withdrawal is not to be counted for the above Credit Threshold.

- If a student is absent for more than 4 (four) weeks in a trimester without sanctioned leave.
 - Based on disciplinary action to this regard approved by the AC, on the recommendation of the appropriate committee.
- Under any circumstances of termination, the conditions specified in Permanent Withdrawal shall also apply.

WITHDRAWAL FROM PROGRAMME

Temporarily:

- A student who has been admitted to a degree programme of the University may be permitted to withdraw temporarily, for a period of one term or more, on the grounds of prolonged illness or grave calamity in the family, etc., provided:
 - He applies to the LU stating fully the reasons for withdrawal together with supporting documents and endorsement from his parent / guardian
 - There are no outstanding dues or demands, from the Departments / LU / Hostels / Library and any other centers;
 - Scholarship holders are bound by the appropriate Rules applicable to them.
 - The decision of the VC of the LU regarding withdrawal of a student is final and binding.
- Normally, a student will be permitted only one such temporary withdrawal during his tenure as a student and this withdrawal will not be counted for computing the duration of study.

Permanently:

- Any student who withdraws permanently admission before the closing date of admission for the Academic Session is eligible for the refund of fee as per the University rules. Once the admission for the year is closed, the following conditions govern withdrawal of admission:
 - A student who wants to leave the LU for good, will be permitted to do so (and take Transfer Certificate from the LU, if needed), only after clearing all the dues for the remaining duration of the course.
 - A student who has received any scholarship, stipend or other form of assistance from the LU shall repay all such amounts, in addition, to those mentioned in clause No. G8.2 (a) above.
 - The decision of the VC regarding all aspects of withdrawal of a student shall be final and binding.

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**Scheme of Studies
&
Syllabus**

**Master of Business Administration
(M.B.A.)
Full Time/Part Time**

M.B.A. DEGREE PROGRAMME

OBJECTIVE

- To strengthen and transform the innate ability of the student to become effective corporate leaders, by creating a simulated business environment.
- The transformation takes place in the following three areas:
 1. **AS HR MANAGER:**
The student is equipped in areas of recruitment and selection, training, retraining, talent management, industrial relations so as to deal with all the functions of an HR Manager.
 2. **AS FINANCE MANAGER:**
The student is equipped in the areas of financial management viz. capital budgeting, working capital management, security analysis and portfolio management, project appraisal, social cost benefit analysis, Banking and insurance so as to deal with a multifarious finance functions of an organization.
 3. **AS MARKETING MANAGER:**
The student is equipped in the areas of Marketing management, service marketing, consumer behaviour, retail management, logistics, operations and supply chain management so as to provide a full backup in marketing functions of an organization.

M.B.A. (Full Time)
1st Year

Course No.	TERM – I	PERIODS			Credits (Cr)
		L	T	P	
BA-101	Management Concepts and Applications	5	0	0	3
BA-102	Managerial Economics	5	0	0	3
BA-103	Accounting for Managers	5	0	0	3
BA-104	Organizational Behaviour and Human Resources Management	5	0	0	3
20-0-0					12

Course No.	TERM – II	PERIODS			Credits (Cr)
		L	T	P	
BA-105	Quantitative Analysis	5	0	0	3
BA-106	Management Computer Networks and Security	5	0	0	3
BA-156	Management Computer Networking Lab	0	1	2	2
PD-152	Professional Achievements and Values*	0	0	2	1
BA-107	Financial Management	5	0	0	3
BA-108	Business Environment	5	0	0	3
20-1-4 (25)					15

Course No.	TERM – III	PERIODS			Credits (Cr)
		L	T	P	
BA-109	Operations Research	5	0	0	3
BA-110	Operations and Supply Chain Management	5	0	0	3
BA-111	Marketing Management	5	0	0	3
BA-112	Management Data Base Systems	5	0	0	3
BA-162	Management Data Base Systems Lab	0	1	2	2
BA-113	Business Research Methods	5	0	0	3
25-1-2 (28)					17

M.B.A. (Full Time)
2nd Year

Course No.	TERM – IV	PERIODS			Credits (Cr)
		L	T	P	
BA-201	Strategic Management	5	0	0	3
BA-252	Minor Project*	0	0	4	2
BA-253	Seminar*	0	0	2	1
	Elective-I (Major)	5	0	0	3
	Elective-II (Major)	5	0	0	3
	Elective-III(Minor)	5	0	0	3
20-0-6 (26)					15

Course No.	TERM – V	PERIODS			Credits (Cr)
		L	T	P	
BA-204	Management Information Systems	5	0	0	3
	Elective-IV (Major)	5	0	0	3
	Elective-V (Major)	5	0	0	3
	Elective-VI (Minor)	5	0	0	3
20-0-0 (20)					12

Course No.	TERM – VI	PERIODS			Credits (Cr)
		L	T	P	
BA-205	Business Legislation	5	0	0	3
BA-256	Dissertation	0	0	24**	12
	Elective-VII (Major)	5	0	0	3
	Elective-VIII (Major)	5	0	0	3
	Elective-IX (Minor)	5	0	0	3
20-0-24 (44)					24

* BA-252, BA-253 and PD-152 are mandatory learning course, Seminar topic is based on Minor Project.

** There will be two practical sessions. How ever students are expected to do self-study at home for completing the dissertation.

M. B. A. (Part Time)
1st Year

(L-T-P-Cr) - Lectures-Tutorials-Practicals-Credits

Course No.	TERM – I	PERIODS			Credits (Cr)
		L	T	P	
BA-101	Management Concepts and Applications	5	0	0	3
BA-102	Managerial Economics	5	0	0	3
BA-103	Accounting for Managers	5	0	0	3
15-0-0 (15)					9

Course No.	TERM – II	PERIODS			Credits (Cr)
		L	T	P	
BA-104	Organizational Behaviour and Human Resource Management	5	0	0	3
BA-105	Quantitative Analysis	5	0	0	3
BA-106	Management Computer Networks and Security	5	0	0	3
BA-156	Management Computer Networking Lab	0	1	2	2
15-1-2 (18)					11

Course No.	TERM – III	PERIODS			Credits (Cr)
		L	T	P	
PD-152	Professional Achievements and Values*	0	0	2	1
BA-107	Financial Management	5	0	0	3
BA-108	Business Environment	5	0	0	3
BA-152	Minor Project*	0	0	4	2
BA-153	Seminar*	0	0	2	1
10-0-8 (18)					10

M. B. A. (Part Time)
2nd Year

Course No.	TERM – IV	PERIODS			Credits (Cr)
		L	T	P	
BA-109	Operation Research	5	0	0	3
BA-110	Operations and Supply Chain Management	5	0	0	3
BA-111	Marketing Management	5	0	0	3
15-0-0 (15)					9

Course No.	TERM – V	PERIODS			Credits (Cr)
		L	T	P	
BA-112	Management Data Base System	5	0	0	3
BA-162	Management Data Base System Lab	0	1	2	2
BA-113	Business Research Methods	5	0	0	3
BA-201	Strategic Management	5	0	0	3
15-1-2 (18)					11

Course No.	TERM – VI	PERIODS			Credits (Cr)
		L	T	P	
BA-204	Management Information Systems	5	0	0	3
BA-205	Business Legislation	5	0	0	3
BA-256	Dissertation	0	0	24**	12
10-0-24 (34)					18

M. B. A. (Part Time)
3rd Year

Course No.	TERM – VII	PERIODS			Credits (Cr)
		L	T	P	
	Elective-I (Major)	5	0	0	3
	Elective-II (Major)	5	0	0	3
	Elective-III (Minor)	5	0	0	3
15-0-0 (15)					9

Course No.	TERM – VIII	PERIODS			Credits (Cr)
		L	T	P	
	Elective-IV (Major)	5	-	-	3
	Elective-V (Major)	5	-	-	3
	Elective-VI (Minor)	5	-	-	3
15-0-0 (15)					9

Course No.	TERM – IX	PERIODS			Credits (Cr)
		L	T	P	
	Elective-VII (Major)	5	0	0	3
	Elective-VIII (Major)	5	0	0	3
	Elective-IX (Minor)	5	0	0	3
15-0-0 (15)					9

* BA-252, BA-253 and PD-152 are mandatory learning course, Seminar topic is based on Minor Project.

** There will be two practical sessions. How ever students are expected to do self-study at home for completing the dissertation.

LIST OF ELECTIVE COURSES

Specialization/Streams (Groups)	Finance	Human Resource	Marketing
(FINANCE + HR) GROUP	MFSI	CM	-----
	PPAM	OCD	
	MFM	MIR	
	MBI	T&D	
	SAPM	SHRM	
	SCMC	CCHRM	
	FD	TM	
	TL&P	IRLL	
	WCM	PM	
(MARKETING + FINANCE) GROUP	MFSI	-----	CB
	PPA&M		SM
	MFM		IMC
	MBI		BM
	SAPM		CRM
	SCMC		BMM
	FD		SDM
	TL&P		RM
	WCM		DLM
(HR + MARKETING) GROUP	-----	CM	CB
		OCD	SM
		MIR	IMC
		T&D	BM
		SHRM	CRM
		CCHRM	BMM
		TM	SDM
		IRLL	RM
		PM	DLM

Note : The detailed course nomenclature is given in a separate table.

Detailed Nomenclature for Electives

BA-220	MFSI	Management of Financial Services and Institutions
BA-221	PPAM	Project Planning and Management
BA-222	MFM	Multinational Financial Management
BA-223	CB	Consumer Behavior
BA-224	SM	Service Marketing
BA-225	IMC	Integrated Marketing Communication
BA-226	CM	Compensation Management
BA-227	OC&D	Organizational Change and Development
BA-228	MIR	Management of Industrial Relations
BA-229	MBI	Management of Banking and Insurance
BA-230	SAPM	Security Analysis and Portfolio Management
BA-231	SCMC	Strategic Cost Management and Control
BA-232	BM	Brand Management
BA-233	CRM	Customer Relationship Management
BA-234	BMM	Business Marketing Management
BA-235	T & D	Training and Development
BA-236	SHRM	Strategic Human Resource Management
BA-237	CCHRM	Cross-Cultural Human Resource management
BA-238	FD	Financial Derivatives
BA-239	TL&P	Taxation Laws and Planning
BA-240	WCM	Working Capital Management
BA-241	SDM	Sales and Distribution Management
BA-242	RM	Retail Management
BA-243	DLM	Distribution and Logistics Management
BA-244	TM	Talent Management
BA-245	IRLL	Industrial Relations and Labor Legislations
BA-246	PM	Performance Management

Note: There will be a concept of dual specialization i.e. a major specialization along with minor specialization. Three specializations offered are in areas (i) Marketing (ii) Finance and (iii) Human Resource. The student will require to select one out of the three areas as a major specialization for his/her. Out of the remaining two areas the student will be further required to select his/her minor specialization. The student will choose two courses per Term in major area of specialization and one course per Term in minor area of specialization.

BA-101	MANAGEMENT CONCEPTS AND APPLICATIONS	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this course is to expose the students to basic concepts of management to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

- INTRODUCTION:** Concept and nature of management; management process; functions; skills and roles; evolution of management thought; systems and contingency approach social responsibility of business.
- A PLANNING TOOL:** Planning; decision making and organizing nature and elements of planning, stages in planning; levels of planning, strategic planning; decision making process; models of decision making; decision making creativity;
- INCREASING PARTICIPATION IN DECISION-MAKING:** basic issues in organizing—chain of command; delegation; decentralization; span of control; basis for departmentation.
- MOTIVATION:** models/approaches;
- LEADERSHIP STYLES:** Behaviours; personal characteristics of effective leaders; leadership development;
- MANAGERIAL ETHICS:** Managerial ethics and corporate social responsibility.
- MANAGEMENT CONTROL:** Management control—concept and process; overview of control techniques; effective control system.

REFERENCE BOOKS

- Robbins, S.P. and Decenzo, D.A., "Fundamentals of Management" Pearson Education Asia, New Delhi
- Chhabra, T.N., "Principles and Practice of Management"- Dhanpat Rai Publishers
- Hellreigel, "Management", Thomson Learning, Bombay
- Koontsz, H and Wechrich, H; "Management" Tata McGraw Hill
- Stoner, J et. Al, "Management", New Delhi, PHI, New Delhi.

WEB REFERENCE

- www.nbcindia.com
- www.citehr.com

BA-102	MANAGERIAL ECONOMICS	L T P	Cr
		5 0 0	3

OBJECTIVE

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

- BASIC MATHEMATICS:** Functions; derivatives (differential); partial differentiation; maxima; minima; optimization; equation of a straight line; slope of a curve at a point; basic trigonometry; marginal concept in differential calculus; linear equation; quadratic equation; locus concept.
- INTRODUCTION:** Nature and scope of managerial economics; concepts of marginal analysis and optimization; theory of firm; profit maximizing firm, sales maximizing firm, satisfying theory of firm, ownership and control.
- DEMAND ANALYSIS:** Theory of demand and demand function, income and substitution effect, demand elasticities, demand forecasting, indifference curve technique, consumer surplus; relationship between price elasticity and marginal revenue.
- THEORY OF PRODUCTION:** Law of variable proportions; laws of returns to scale; production functions; cost curves; revenue curves of a firm.
- MARKET STRUCTURE:** Market structure types; perfect competition, monopoly, oligopoly non- price competition; price output decision under alternative market structures; product differentiation and price discrimination; collusive behaviour of firms; cartel behaviour.
- PRICING:** General pricing strategies; special pricing techniques,- limit pricing, peak load pricing and transfer pricing, price—output decision in multi plant and multi product firms.
- MACRO ECONOMICS:** Aggregates and concepts; GNP, GDP, aggregate consumption, gross domestic savings, gross domestic capital formation, WPI, CPI and inflation concept and measurement of national income, business cycles.

REFERENCE BOOKS

- Hirshey, M., "Managerial Economics", Thomson Learning, Bangalore
- Salvatore, Dominick "Managerial Economics in Global Economy", Thomson Learning, Hyderabad
- Keat, Paul B, and Philip K.Y. Young, "Managerial Economics- Economic Tools for Today's Decision Makers", Pearson Education,
- Monroe, Kent B, "Pricing Making Profitable Decisions", McGraw Hill, New York.

WEB REFERENCES

- www.econphd.net/notes.htm
- www.econmodel.com

BA-103	ACCOUNTING FOR MANAGERS	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making.

- INTRODUCTION:** Financial Accounting —concepts; importance and scope, accounting principles; journal; ledger trial balance.

MBA

2. **DEPRECIATION:** Depreciation (straight line and diminishing balance methods); preparation of final accounts with adjustments.
3. **FINANCIAL STATEMENT:** Analysis and interpretation of financial statements- meaning importance and techniques.
4. **ANALYSIS:** Ratio analysis; fund flow analysis; cash flow analysis (AS-3)
5. **COST ACCOUNTING:** Cost accounting-meaning, importance; methods, techniques classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing
6. **MANAGEMENT ACCOUNTING:** Management accounting- meaning, need objectives, essentials of budgeting, different types of budgets;
7. **STANDARD COSTING:** Standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making;

REFERENCE BOOKS

1. Singhal, A.K. and Ghosh, Roy H.J., "Accounting for Managers", JBC Publishers and Distributors, New Delhi
2. Pandey, I.M., "Management Accounting", Vikas Publishing House, New Delhi
3. Homgren, Sundem and Stratton, "Introduction to Management", Accounting, Pearson Education, New Delhi

WEB REFERENCE

1. www.ebookmall.com
2. www.dkpd.com
3. www.wiley.com
4. www.jpmorgan.com

BA-104	ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The course aims to provide insights necessary to understand behavioral processes at individual and group level in organizations. It is also aimed at an appreciation of effective management of human resources to enable the students to meet HR challenges in present scenario.

1. **INTRODUCTION:** Background of OB; contemporary challenges- workforce diversity, cross cultural dynamics; changing nature of managerial work.
2. **ETHICAL ISSUES:** Ethical issues at work; Individual behavior; individual difference; Values and attitudes, perception – concept, process and applications.
3. **GROUP BEHAVIOR:** Group behavior, group dynamics, empowerment concept, significance, process, prerequisites.
4. **ORGANIZATIONAL CULTURE:** Organizational culture, organizational change and development.

5. **STRATEGIC HRM:** Strategic importance of HRM; objectives of HRM, challenges to HR professionals; Human resources planning.
6. **RECRUITMENT AND SELECTION:** Recruitment and selection strategies; career planning succession planning, induction of new employees; training and development of employees: problems of retention of employees in organizations; appraising performance; potential appraisal.
7. **COMPENSATION MANAGEMENT:** Determining compensation structure, executive compensation; rewarding performance; out sourcing HR functions, HR audit, HR in mergers and acquisitions.

REFERENCE BOOKS

1. Robbins, "Organizational Behaviour" Oxford University Press, New Delhi
2. storm, New and Davis, Keith, "Organizational Behaviour" TMH, N. Delhi
3. Pareek Udai, "Understanding Organizational Behavior", Oxford University Press, New Delhi
4. Ivancevich. J, "Human Resource Management" – Tata MCgraw Hill, New Delhi

WEB REFERENCE

1. www.hrmguide.com
2. www.managementparadise.com
3. www.wiziq.com

BA-105	QUANTITATIVE ANALYSIS	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.

1. **INTRODUCTION:** Construction of frequency distributions and their analysis in the form of measures of central tendency and variations.
2. **VARIOUS MEASURES:** Types of measures; their relative merits; limitations and characteristics; skewness meaning and co-efficient of skewness.
3. **CORRELATION AND REGRESSION ANALYSIS:** Correlation analysis-meaning and types of correlation Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis-meaning and two lines of regression; relationship between correlation and regression co-efficient.
4. **TIME SERIES:** Time series analysis measurement of trend and seasonal variations; time series and forecasting.
5. **PROBABILITY:** Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem.
6. **PROBABILITY DISTRIBUTIONS:** Probability distributions-meaning, types and applications, binomial, Poisson and normal distributions.

7. **HYPOTHESIS TESTING:** Tests of significance; hypothesis testing; large samples, small samples; Chi-square test, analysis of variance.

REFERENCE BOOKS

1. Gupta, S.P. & Gupta, M.P. "Business Statistics", Sultan Chand & Sons. Delhi
2. Levin and Rubin, "Statistics for Business", Prentice Hall of India.
3. Hooda. R.P., "Statistics for Business and Economics", McMillan India Ltd.

WEB REFERENCE

1. www.quantitativeanalysis.com
2. www.mdpi.com

BA-106	MANAGEMENT COMPUTER NETWORKS and SECURITY	L T P	Cr
		5 0 0	3

OBJECTIVE

To familiarize students with computer networks. Software and their applications and applications in business environment.

1. **INTRODUCTION:** Concept of software; software products emergence of software engineering, software characteristics; software life cycle models and applications.
2. **SOFTWARE TESTING:** Software selection and testing; viruses; anti virus s/w and firewalls.
3. **HARDWARE AND NETWORKING:** hardware required for networks, hardware evaluation and selection; Basics of computer networks: LAN, WAN and MAN, topologies and architecture.
4. **BASICS OF INTERNET:** OSI model; TCP/IP model., routing and flow control; Basics of Internet, ISPs, basics; world wide web, search engines, Telenet and FTP.
5. **BASICS OF e-COMMERCE:** Introduction to e-commerce digital currencies, EDI, digital library, e-governance, digital cash; electronic payment methods, mobile commerce.
6. **CYBER SECURITY:** cyber security, privacy and confidentiality, cyber crimes and their prevention, hacking and ethical hacking; information security and cyber laws; cryptography.
7. **CASE STUDY:** Relevant to the subject

REFERENCE BOOKS

1. Forouzan, "Data Communication and Networking", TMF, Delhi.
2. Tennenbaum, "Computer Networks", PHI, Delhi.
3. Mall, Rajib, "Fundamentals of Software Engineering", PHI, Delhi.
4. Pressman, Roger S., "Software Engg.: A Practitioner's Approach," MGH, Delhi.

BA-107	FINANCIAL MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making.

1. **INTRODUCTION:** Financial management—scope finance functions and its organization; objectives of financial management; time value of money.
2. **CAPITAL BUDGETING:** Investment decisions; importance, difficulties, Determining cash flows; methods of capital budgeting.
3. **RISK ANALYSIS:** Risk analysis; sensitivity analysis, simulation; risk adjusted discount rate methods and certainty equivalent methods;
4. **COST OF CAPITAL:** Sources of long term finance; cost of different sources of raising capital; weighted average cost of capital; Capital structure decisions.
5. **LEVERAGE AND CAPITAL STRUCTURE:** Financial and operating leverage; capital structure theories-Net Income approach; Net Operating Income approach, Traditional approach, Modilioni-Miller theory.
6. **DIVIDEND DECISIONS:** Determinants of dividend policy; Dividend models; Walter, Valuation model, Gordon Growth model and Modilioni-Miller model.
7. **WORKING CAPITAL MANAGEMENT:** Working Capital-meaning, need determinants; estimation of working capital need; Management of cash, Management of inventory and Management of receivables.

REFERENCE BOOKS

1. Pandey, I.M. "Financial Management", Vikas Publishing House, New Delhi
2. Khan, M.Y. and Jain, P.K., "Financial Management", Tata McGraw Hill, New Delhi.
3. Vanhorne, James, C, "Financial Management and Policy", Prentice Hall of India
4. Chandra, Prasanna, "Financial Management", TMH, New Delhi

WEB REFERENCE

1. www.economywatch.com/finance/finacial-management.html
2. www.fmaonline.in

BA-108	BUSINESS ENVIRONMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this course is to sensitize the students towards overall business environment within which an organization has to function. The objective is also to acquaint the students with the fundamentals of international business so that international perspective is also known for making business decisions.

1. **INDIAN ECONOMY:** Emerging Sectors of Indian Economy; relative size and growth of public and private sectors.

2. **FINANCIAL AND MONITORY POLICY:** Current state of growth and investment; Interest rate structure; present monetary policy; Current inflationary position and its impact on business sector.
3. **INDUSTRIAL POLICY:** Current industrialization trends and industrial policy; Infrastructure development and policy; Public – private partnership.
4. **SERVICE-SECTOR ECONOMY:** Trends in service-sector growth, business opportunities in the rural sector; India's competitiveness in the world Economy.
5. **INTERNATIONAL TRADE AND FINANCE:** Recent global trends in international trade and finance; BOP trends, world trading system and impact of WTO, exchange rate systems.
6. **FOREIGN INVESTMENT DECISIONS:** Factors affecting foreign investment decisions, impact of FDI on home and host countries; decisions concerning outsourcing factors, managing global supply chains,
7. **INTERNATIONAL STAFFING:** International staffing decisions, compensation and performance appraisal of expatriate staff.

REFERENCE BOOKS

1. Acharya, Shankar, "India's Macro Economic Management in the Nineties", ICRIER, New Delhi
2. Ahluwalia, I.J., "Economic Reform and Development", Oxford University Press, Delhi.
3. Datt, R., "Second generation Economic Reforms in India" Deep and Deep, New Delhi.
4. Sundaram, Anant K and Steward, J Black, "The International Business Environment, Text and Cases" Prentice Hall of India, New Delhi.

WEB-REFERENCE

1. www.icmrindia.org
2. www.iiml.ac.in/faculty_staff_business_environment.html

BA-109	OPERATIONS RESEARCH	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

- 1 **INTRODUCTION:** Operations research: evolution; methodology and role in managerial decision making;
- 2 **LINEAR PROGRAMMING:** Linear programming; meaning assumptions; advantages; scope and limitations; formulation of problem and its solution by graphical and simplex methods
- 3 **TRANSPORTATION PROBLEMS MODELS:** Transportation problems including transshipment problems; special cases in transportation problems; unbalanced problems; degeneracy; maximization objective and multiple optimal solutions;

- 4 **ASSIGNMENT MODELS:** Assignment problems including traveling salesman's problem.
- 5 **PERT/CPM:** Difference between PERT and CPM; network construction; calculating EST, EFT, LST, LFT and floats; probability considerations in PERT; time-cost trade-off
- 6 **GAME THEORY:** Game theory; pure and mixed strategy games; principle of dominance; two person zero sum game.
- 7 **QUEUING THEORY:** Concept; assumptions and applications; analysis of queue system; poison distributed arrivals and exponentially distributed service time models (MM1 and MMk); simulation; meaning; process; advantages; limitations and applications.

REFERENCE BOOKS

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi
2. Vohra, N.D., "Quantitative Techniques in Management" Tata McGraw Hill Publishing Company Ltd., New Delhi
3. Kapoor, V.K. "Operations Research", Sultan Chand and Sons, New Delhi
4. Sharma, J.K., "Operations Research", Vikas Publishing House, New Delhi

BA-110	OPERATIONS AND SUPPLY CHAIN MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of the subject is to explore the interlinkage between operations management and supply chain management. The course seeks to provide the key concepts and solutions in the design, operation, control and management of supply chains as integrated systems.

1. **INTRODUCTION:** Operations management and supply chain management; important trends interlinking operations and supply chain management; bench marking.
2. **DEFINING QUALITY:** Defining quality; total cost of quality; total quality management; continuous improvement tools; statistical quality control.
3. **PRODUCT DEVELOPMENT:** Product design and development process; types of manufacturing processes and their characteristics; product customization within the supply chain.
4. **CAPACITY PLANNING:** Layout decision models; capacity and capacity strategies; methods of evaluating capacity alternatives; master scheduling; material requirement planning
5. **PURCHASE:** Importance of purchasing; sourcing decision; purchasing process; trends in purchasing models; importance of logistics.
6. **LOGISTICS:** Logistics decision areas; logistics strategy; logistics decision models;
7. **INVENTORY CONTROL:** Role of inventory - its types, periodic review system; continuous review system economic order quantity, reorder points, safety stock and quantity discounts; single period inventory system; just-in-time perspective on waste and inventory.

REFERENCE BOOKS

1. Bozarth, Cecil C. and Handfield, Robert B., "Introduction to Operations and Supply chain Management", Pearson Education, New Delhi
2. Mahadevan, B., "Operations Management – Theory and Practices", Pearson Education, New Delhi
3. Gaither, Norman and Frazier, Greg, "Operations Management", Thomson Learning, New Delhi
4. Krajewski, Lee J. and Ritzman, Larry P, "Operations Management- Processes and Value Chains", Pearson Education, New Delhi

WEB-REFERENCE

1. www.scmconcepts.com
2. www.google.com/en.wikipedia.org/wiki/supply_chain_management

BA-111	MARKETING MANAGEMENT	LTP	Cr
		500	3

OBJECTIVE

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place

1. **INTRODUCTION:** Nature and scope of marketing corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers;
2. **MARKETING ENVIRONMENT:** Marketing environment; marketing research and information system.
3. **CONSUMER BEHAVIOUR:** Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour.
4. **MARKET SEGMENTATION:** Market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle.
5. **PRODUCT DEVELOPMENT:** New product development process; product mix and product line decisions; branding and packaging decisions.
6. **PRICING STRATEGIES:** Pricing strategies and programmes; managing marketing channels; wholesaling and retailing; Reasons for and benefits of going international; entry strategies in international marketing.
7. **ADVERTISING:** Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; web marketing; green marketing.

REFERENCE BOOKS

1. Philip, Kotler and Keller, "Marketing Management", Prentice Hall of India, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha "Marketing"

3. Kerin, Hartiey, Berkowtz and Rudelius, "Marketing", Tata McGraw Hill, New Delhi
4. Etzel, Michael J, "Marketing: Concepts and Cases", Tara McGraw Hill, New Delhi

WEB-REFERENCE

1. www.amazon.com/marketing-management
2. www.pj-marketing.com

BA-112	MANAGEMENT DATA BASE SYSTEMS	LTP	Cr
		500	3

OBJECTIVE

To familiarize students with the tools and techniques of data capturing. Storing, processing and dissemination for efficient functioning and continuation of business process, making use of case studies.

1. **INTRODUCTION:** Introduction to data base; DBMS overview, data models; languages; advantages of DBMS over file processing systems, responsibility of database administrator; introduction to client server architecture; entity relationship diagrams.
2. **DATA BASE ADMINISTRATION:** Concept of data base administration.
3. **DATA WAREHOUSING:** Data warehousing definition, usage and trends; file organization system, DBMS as data warehouse,
4. **DATA MARTS:** Data marts, metadata, and multi dimensional data mode, data cubes, schemas for multi dimensional data base/stars, snow flakes and fact constellations.
5. **DATA MINING:** Data mining definition and task, KDD versus data mining: techniques, tools and applications.
6. **QUERY LANGUAGE:** Introduction to query language, QL, QBE with special reference to concurrency control and recovery systems.
7. **CASE STUDIES:**

REFERENCE BOOKS

1. Kroenke, "Database Processing", Pearson Education
2. Rob, "Database System", Thomson Learning
3. Garcia, Ullman, "Data Base: The Complete Book", Pearson Education
4. Date, C.J., "Introduction to Database system", Pearson Education

WEB REFERENCE

1. www.dw-institute.com
2. www.dwin.dwinfocentre.org
3. www.datamine.html

BA-113	BUSINESS RESEARCH METHODS	LTP	Cr
		500	3

OBJECTIVE

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

1. **INTRODUCTION:** Business research; its concept, nature, scope, need and managerial value of business research.
2. **COMPONENTS OF THEORY:** components of theory – definitions concepts, constructs, variables, hypothesis, process of research and structure of research proposal.
3. **RESEARCH DESIGN-** concept and types – exploratory, descriptive, diagnostic and experimental; sampling design; techniques; factors influencing sample size.
4. **MEASUREMENT:** concept, measurement scales – types and construction of scales and reliability and validity aspects in measurement.
5. **METHODS OF DATA COLLECTION:** questionnaire / schedule; questionnaire designing, interview and observational methods.
6. **DATA ANALYSIS:** Data analysis and interpretation, editing, - an overview of parametric and non-parametric tests.
7. **AN OVERVIEW OF DEPENDENT AND INTERDEPENDENT METHODS:** And overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis).

REFERENCE BOOKS

1. Zikmund, Millian G., "Business Research Methods", Thomson Learning, Bombay
2. Cooper, Donald R and Pamels, Schindler, "Business Research Methods", Tata McGraw Hill, New Delhi
3. Geode, Millian J. and Paul K. Hati Methods in Research, McGraw Hill, New Delhi
4. Sekran, Uma "Business Research Methods", Miley Education, Singapore

BA-156	MANAGEMENT COMPUTER NETWORKING LAB	L T P	Cr
		0 1 2	2

OBJECTIVE

To familiarize students with computer networks. Software and their applications and applications in business environment.

1. MS OFFICE AND INTERNET
2. BASIC AND ADVANCED HTML, XML, PROGRAMMING.
3. WEBSITE STUDY, ANALYSIS AND DESIGNING.

REFERENCE BOOKS

1. Tennenbaum, "Computer Networks", Prentice Hall of India, Delhi
2. Forouzan, "Data Communication and networking", TMF, Delhi.
3. Mall, Rajib, "Fundamentals of Software Engineering", Prentice Hall of India, Delhi.
4. Roger, S. Pressman, "Software Engg.: A Practitioner's Approach," MGH, Delhi.

BA-162	MANAGEMENT DATA BASE SYSTEMS LAB	L T P	Cr
		0 1 2	2

OBJECTIVE

To familiarize students with the tools and techniques of data capturing. Storing, processing and dissemination for efficient functioning and continuation of business process, making use of case studies.

1. S: ADD, DELETE, MODIFY, RECORD IN DBS
2. GENERATE QUERIES
3. GENERATE REPORT
4. MENU DRIVEN PROJECT FOR MANAGEMENT OF DB.

REFERENCE BOOKS

1. Kroenke, "Database Processing", Pearson Education
2. Rob, "Database System", Thomson Learning
3. Looms, "ATA Management and File Structure", PHI, New Delhi
4. Garcia, Ullman, "Data Base: The Complete Book", Pearson Education
5. Date, C.J., "Introduction to Database System", Pearson Education

BA-201	STRATEGIC MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

1. **INTRODUCTION:** Strategic Management Process; defining strategy, levels of approaches to strategic decision-making; process of strategic management.
2. **ROLES:** Roles of strategies, mission and objectives; strategic business unit, environment – concepts, components and appraisal.
3. **FORMULATION:** Organization appraisal and strategy formulation; Organizational dynamics and structuring organizational appraisal, SWOT analysis, formulation-corporate level strategies and business strategies.
4. **ANALYSIS:** Strategy Analysis and Choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan.

- IMPLEMENTATION:** Strategy implementation; aspects, structures, design and change; behavioral implementation-leadership, culture, values and ethics.
- POLICIES:** Functional implementation; functional strategies, plans and policies; marketing; financial; personnel; operations, its plans and policies.
- EVALUATION:** Strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control.

REFERENCE BOOKS

- Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd. New Delhi
- David, Fred R. Strategic Management-Concept and cases, Pearson Education, Delhi.
- Pearce II J A and Robinson Jr., R.B., Strategic Management-Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi.

BA-204	MANAGEMENT INFORMATION SYSTEM	L T P	Cr
		5 0 0	3

OBJECTIVE

To equip the students with skills to analyze information requirements for decision making.

- INTRODUCTION:** MIS need; concepts role and factors influencing MIS and characteristics of MIS; technology and structure of MIS,
- ANALYSIS AND DESIGN:** Information SDLC; system testing and documentation; marketing and financial IS.
- RESOURCE MANAGEMENT:** ERP, BPR Functions and Processes of resource Management; IS for HR, Finance, Production, Marketing.
- DSS:** Concept, over view components; Role of DSS in business group DSS.
- INFORMATION SYSTEM:** Executive information system, CRM, SCM, artificial intelligence technologies in business, virtual reality.
- IMPLEMENTATION:** System Implementation, Control and Audit: System Strategies.
- EVALUATION:** SW and HW Acquisition and Installation, Post Implementation Evaluation, System Maintenance,

REFERENCE BOOK

- Jawadekar, "Management Information System", Tata McGraw Hill, New Delhi
- Murdick and Ross, "Management Information System", Prentice Hall of India, New Delhi

BA-205	BUSINESS LEGISLATION	L T P	Cr
		5 0 0	3

OBJECTIVE

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise.

- CONTRACT ACT:** The Indian Contract Act; Essentials of a valid contract, void agreements; Performance of contracts; breach of contract and its remedies, Quasi-Contracts.
- SALE OF GOODS ACT:** The Sale of Goods Act. Contract of sale of goods; conditions and warranties, transfer of property; rights of an unpaid seller.
- NEGOTIABLE INSTRUMENTS ACT:** The negotiable instruments act; nature and types; negotiation and assignment; holder-in-due course, dishonor and discharge of a negotiable instrument, arbitration.
- COMPANIES ACT:** The Companies Act, 1956: Nature and types of companies; Formation; memorandum and articles of association;
- PROSPECTUS:** Prospectus, shares and share capital, allotment of shares.
- MANAGEMENT OF COMPANIES:** Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction.
- PROTECTION LAWS:** Prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law.

REFERENCE BOOKS

- Tulisian P.C. "Business Law", Tata McGraw Hill, New Delhi
- Kuchhal, M.C and Deepa Parkash, "Business Legislation. Management", Vikas Publishing House Pvt. Ltd.
- Khergamwala J.S., "The Negotiable Instrument Acts". N.M. Tripathi, Bombay, 1980.
- Shah, S.M., "Business Law for Managers", Sultan Chand, New Delhi, 1998.
- Ramsiym, A., "Guide to the Companies Act", Wadhwa, Nagpur, 1992.

WEB-REFERENCE

- www.comlaw.gov.ac
- www.biz2credit.com/blog/category/small_business_legislation

BA-220	MANAGEMENT OF FINANCIAL SERVICES and INSTITUTIONS	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this paper is to acquaint the students about major financial services and institutions.

- INTRODUCTION:** Financial services: salient features, scope and problems; mutual funds; venture capital financing.

MBA

2. **REGULATORY FRAMEWORK:** Regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking.
3. **CREDIT RATING:** Credit rating: factoring and forfeiting; housing finance.
4. **MERGERS:** Merger/amalgamation and acquisition /takeover; debt securitization.
5. **DEVELOPMENT BANKING:** Development banks: operational policies and practices of IDBI, ICICI, IFCI, SIDBI, EXIM BANK, UTI, LIC.
6. **MONEY MARKET INSTRUMENTS:** Segment/instruments of money market; SEBI: its objective, functions and power.
7. **SECURITY TRADING:** Mechanism of security trading: NSE, OTCEI, scripless trading; depository; system and custodial services.

REFERENCE BOOKS

1. Khan, M.Y., "Indian Financial System", Tata McGraw Hill, New Delhi
2. Bhole, L.M., "Financial institutions and Markets", Tata McGraw Hill, New Delhi
3. Khan, M.Y., Financial services, Tata McGraw Hill, New Delhi

BA-221	PROJECT PLANNING AND MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this paper is to acquaint the students about the project planning, appraisal, control and financing of infrastructure projects.

1. **INTRODUCTION:** Phases and objectives of capital budgeting, market, demand and situational analysis; technical analysis and financial analysis.
2. **RISK ANALYSIS:** Special decision situations, analysis of project risk, appraisal criteria, firm risk and market risk.
3. **SCBA ANALYSIS:** Social cost benefit analysis, UNIDO approach, SCBA by financial institutions.
4. **FINANCING PROJECTS:** Project financing in India- project appraisal by financial institutions, environmental appraisal of projects.
5. **PROJECT MANAGEMENT:** Project management: organization, planning, control; human aspects and prerequisites,
6. **NETWORK TECHNIQUES:** Network techniques for project management, project review and administrative aspects.
7. **PUBLIC FINANCING:** Public finance for infrastructure projects; BooT / BoT system for infrastructure projects.

REFERENCE BOOKS

1. Chandra, Prasanna, "Projects: Planning Analysis, Selection, Implementation and Review", Tata McGraw Hill, New Delhi, 2002
2. Nijiru, Cyrus and Mema, "Tony Financing Infrastructure Projects", Thomas Telford, UK, ISBN.
3. Machiraju, H.R., "Project Finance", Vikas Publishing House, New Delhi.
4. Patel, Bhavesh M, "Project Management", Vikas Publishing House, N.Delhi.

BA-222	MULTINATIONAL FINANCIAL MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

International boundaries are blurring. Therefore, MNCs can raise funds from international financial management. The purpose of this paper is to equip the students with financial and investment decision of MNCs.

1. **INTRODUCTION:** An overview of multinational financial management; international monetary and financial system; IBRD and development banks, finance function in a multinational firms; international flow of funds.
2. **INTERNATIONAL SYSTEM:** International working capital management, international cash management, international receivable management, managing short term assets and liabilities.
3. **INTERNATIONAL CAPITAL MARKET:** International capital money market; euro dollar and currency market; financial market instrument – GDRs, ADRs, Euro issues, CP and ECB.
4. **MULTINATIONAL CAPITAL BUDGETING:** Multinational capital budgeting, cost of capital.
5. **CAPITAL STRUCTURE:** Capital structure decisions; dividend policy of multinational firm.
6. **FOREIGN EXCHANGE MARKETS:** Development in foreign exchange markets; exchange rate determination.
7. **RISKS MANAGEMENT:** Measuring and managing various risks and exposure, country risk analysis; taxation in multinational firms.

REFERENCE BOOKS

1. Madura, Jeff, "International Financial Management", Thomson learning
2. Eitman, David K., Stonehill, Arthur I, Moffet, Michael H. and Pandey, Alok, "Multinational Business Finance", Pearson Education
3. Sharan, V, "International Financial Management", Prentice Hall India, New Delhi.

BA-223	CONSUMER BEHAVIOUR	L T P	Cr
		5 0 0	3

OBJECTIVE

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase particular product or avail a particular service.

1. **INTRODUCTION:** Consumer behavior and consumer research; importance of consumer behaviour, evolution of consumer behaviour, methods of studying consumer behaviour; customer centric organizations; consumer decision process model; variables affecting the decision

process; types of decision process; factors influencing the extent of problem solving.

2. **PURCHASE PROCESS:** Purchase processes; need recognition; internal and external search; pre-purchase evaluation; different types of purchase situations.
3. **CONSUMPTION EXPERIENCES:** Consumption experiences; importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer behavior; economic resources and consumer behaviour.
4. **MOTIVATING FACTORS:** Personality and consumer behaviour; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer.
5. **CONSUMER KNOWLEDGE:** Importance of consumer knowledge; types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions.
6. **CULTURAL EFFECTS:** Culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour changing values and its effect on marketing; determinates of social class; social class and consumer behaviour; role behaviour; importance of families and households on consumer behavior; role behaviour and it influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour.
7. **GROUP INFLUENCES:** Group and personal influences on individuals; reference group and its influence on individual; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy; diffusion of innovations; diffusion process; reaching the consumer; gaining consumer's attention; shaping consumer's opinion; opinions change; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember.

REFERENCE BOOKS

1. Blackwell, Roger, Miniard, Paul and Engel, James, "Consumer Behaviour", Thomson Learning, New Delhi
2. Soloman, Michael R, "Consumer Behaviour – Buying Having and Being", Pearson Education; New Delhi
3. Schiffman, Leon G. and Kanuk, Leslie Lazar, "Consumer Behaviour", Pearson Education; New Delhi
4. Loudon, David J. and Dellabitta, Albert, "Consumer Behaviour" Tata McGraw Hill, New Delhi.

BA-224	SERVICE MARKETING	L T P	Cr
		5 0 0	3

OBJECTIVE

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

1. **INTRODUCTION:** Introduction to services marketing; role of services marketing; consumer behaviour in service encounters; customer interaction, purchase process, needs and expectations of customers
2. **POSITIONING:** Positioning services in competitive markets; search for competitive advantage; market segmentation, positioning vis-à-vis competitors.
3. **SERVICE PRODUCT:** Creating the service product; identifying and classifying supplementary services, planning and branding service products, new service development; designing communication mix: branding and communication; effective pricing; objectives and foundations for setting prices.
4. **DISTRIBUTING SERVICES:** Distributing services: options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries. Designing and managing service processes: service process redesign, customer misbehaviour
5. **DEMAND AND CAPACITY:** Balancing demand and capacity: fluctuations in demand, capacity constrain, planning the service environment: consumer responses to and dimensions of service environment; managing people for service advantage: service environment. Consumer responses to and dimensions of service environment; managing people for service advantage: service leadership and culture.
6. **BUILDING RELATIONSHIP:** Managing relationship and building loyalty: customer-firm relationship, analyzing and managing customer base: customer management relationship system in services marketing
7. **CUSTOMER FEEDBACK:** Customer feedback and service recovery: customer complaining behaviour, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality defining, measuring and improving service productivity; organizing for service leadership search for synergy in service management, creating a leading service organization.

REFERENCE BOOKS

1. Lovelock, Christopher, Wirtz, Jocken and Chatterjee Jayanta, "Services Marketing – People Technology, Strategy" Pearson Education, New Delhi
2. Zeithaml, Valarie A. and Bitner, Mary Jo, "Services Marketing–Integrating Customer Focus Across The Firm", Tata McGraw Hill, New Delhi
3. Rao, K. Rama Mohana, "Services Marketing", Pearson Education, New Delhi
4. Hoffman and Bateson, "Essentials of Service Marketing", Thomson Asia Ptc. Ltd., New Delhi
5. Shanker, Ravi, "Services Marketing – The Indian Perspective", Excel Books, New Delhi
6. Rampal, M.K. and Gupta, S.L., "Services Marketing", Galgotia Publication, New Delhi

BA-225	INTEGRATED MARKETING COMMUNICATION	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising.

- 1. INTRODUCTION:** Marketing communication; functional areas of marketing communication; integrated marketing communication; types of advertising agencies; media partners and their role; compensating the advertising agencies; agency evaluation.
- 2. BRANDING:** Brands- its meaning; creating and maintaining the brand; selecting desired brand position; developing brand identification; creating a brand image; creating and maintaining brand relationship with customers; brand-customer touch points; prospects and customers; AIDA model; think/feel/do models; brand decision making process; attitude formation and attitude change; brand likeability.
- 3. CAMPAIGN PLANNING:** IMC planning process; internal marketing; segmenting and targeting; types of segmentation; message and profitability targeting; digitization of brand information; customer database; building relationship through data management
- 4. IMC MESSAGE STRATEGY:** Developing creative message strategy; process of developing IMC message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for print and electronic media; print layout and design; executional and strategic consistency
- 5. MEDIA CLASSIFICATION and SALES PROMOTION:** Media classification; media strength and weakness; wireless communication; e-mail marketing; website marketing; integrating online brand communication; media planning; consumer sales promotion; sales promotion tools; determining consumer sales promotion strategies; strengths and limitations of sales promotion; trade promotions; trade promotion for new products and existing brands; trade promotion strategies; objectives of co-marketing communication
- 6. PERSONAL SELLING AND PUBLICITY:** Personal selling objectives and strategies; personal selling process; defining public relations; limitations of brand publicity; brand publicity tools; corporate image and reputation; mission and cause marketing; crisis communication
- 7. DIRECT MARKETING:** Interactive and personal dimension of direct marketing; methods of direct marketing; event marketing; trade shows and other participation events; sponsorships; strengths and customer service; objectives and strategies of customer service; social, economic and ethical issues in IMC; evaluation and measurement of brand messages; measurement and evaluation methods.

REFERENCE BOOKS

1. Duncan, Tom, "Principles of Advertising and IMC", Tata McGraw Hill, New Delhi
2. Jethwaney, Jaishree and Jain, Shruti, "Advertising Management", Oxford University Press, New Delhi
3. Belch, George and Belch, Michael, "Advertising and Promotion", Tata McGraw Hill, New Delhi
4. Wells, William, Brunett, John and Moriarty, Sandra, "Advertising Principles and Practice", Pearson Education, New Delhi.
5. Clow, Kenneth and Baack, Donald, "Integrated Advertising Promotion and Marketing Communication", Pearson Education, New Delhi

BA-226	COMPENSATION MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis, and restructuring compensation management system, policies and strategies.

- 1. INTRODUCTION:** Role of compensation in organization: economic and behavioral theories related to compensation.
- 2. PERSPECTIVES:** Strategic perspectives of compensation; compensation as motivational tool; compensation policy.
- 3. EQUITIES:** Internal and external equities in compensation system; determining of the worth of job; understanding inter and intra industry compensation differentials.
- 4. DESIGN:** Designing pay structure and administering compensation package; understanding different components of compensation package like Fringe benefits, incentives and retirement plans; pay for performance plans.
- 5. SPECIAL GROUPS:** Compensation of special groups; Corporate Director, Chief Executives, Senior Managers; Components of Executive compensation package.
- 6. OTHER GROUPS:** Compensation of Professionals and knowledge workers, RandD staff, Sales compensation plan, International compensation.
- 7. STATUTORY PROVISIONS:** Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management, tax planning.

REFERENCE BOOKS

1. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill
2. Martocchio, J.J., "Strategic Compensation", Pearson Education
3. Armstrong, M and Murlis, H, "Reward Management", Kogan Page, UK
4. Henderson, R.O., "Compensation Management", Pearson Education

BA-227	ORGANIZATIONAL CHANGE AND DEVELOPMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these interventions for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining.

- 1. INTRODUCTION:** Organizational Change – meaning, nature, types; theories of planned change; organizational Development.
- 2. INTERVENTIONS:** Human Process Interventions – T group, process consultation, third party interventions.
- 3. TEAM BUILDING:** Team building; organizational confrontation meeting, coaching and mentoring, role focused interventions.
- 4. RESTRUCTURING:** Techno structural Interventions- restructuring organization, reengineering, employee involvement, work design.
- 5. STRATEGIC INTERVENTIONS:** Strategic Interventions- organization and environment relationship, organization transformation.
- 6. CONTEMPORARY ISSUES:** Contemporary issues and applications- Organizational development in global context organizational development in service sector.
- 7. ETHICS AND VALUES:** OD practioners-role, competencies requirement, professional ethics and values future trends in OD.

REFERENCE BOOKS

- Cummings, Christopher, "Organization Development and Change", Thomson Learning
- Chowdhury, Subir, "Organization 21C", Pearson Education
- French, Wendell, Bell, "Organization Development", New Delhi

BA-228	MANAGEMENT OF INDUSTRIAL RELATIONS	L T P	Cr
		5 0 0	3

OBJECTIVE

Objective is to apprise the students about the concepts of industrial relations, emerging trends in India, dynamics of industrial relations with change in technology.

- 1. INTRODUCTION:** Industrial relations perspectives: concepts, scope and objectives, industrial relations and emerging socio economic scenario, industrial relations and the state industrial relations in India.
- 2. TRENDS:** Emerging trends in industrial relations, industrial relations and technological change.

- 3. TRADE UNIONS:** trade unions functions and objective; development of trade unions in India; pattern of trade unions in structure, central trade union organization; registration and recognition of trade unions; management of trade unions; problems of Indian trade union movement.
- 4. CHANGING FACE:** White collar and managerial trade unions; employers association; trade union response toward liberalization and technological change, employee response to industrial and organization reengineering; future of trade unions.
- 5. DYNAMICS:** Dynamics of industrial conflicts; discipline and grievance management, nature and types of collective bargaining; emerging trends in collective bargaining; productivity bargaining, negotiation and collective bargaining settlement, settlement machinery.
- 6. CO-OWNERSHIP MANAGEMENT:** Co-ownership management – concept, significance and historical development; types of workers participation in management, practices; level of participation.
- 7. MODELS IN WPM:** Model in WPM, co-ownership forms of WPM, issues in labor flexibility participation, strategic and planning for implementing WPM effectively.

REFERENCE BOOKS

- Ramaswamy, E, "Managing Human Resources", Oxford University Press, New Delhi
- Monappa, A., "Industrial Relations", Tata McGraw Hill, New Delhi
- Venkata Ratnam, C.S. and Sinha, Pravin, "Trade Unions Challenges at the Degining of 21st Century", IIRA-Excel Books, New Delhi

BA-229	MANAGEMENT OF BANKING AND INSURANCE	L T P	Cr
		5 0 0	3

OBJECTIVE

The attempt of this paper is to impart knowledge of various functional areas and risk management in banking and insurance sectors.

- 1. INTRODUCTION:** An overview of the banking sector – growth and structure; functions and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD.
- 2. REGULATORY ISSUES:** Regulatory issues for governance of banking sector – role of RBI and Ministry of Finance; marketing in banking industry – components of bank marketing strategy; role of technology in banking.
- 3. ALM:** Components of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit sharing; managing NPAs.
- 4. INSURANCE SECTOR:** Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans.
- 5. INVESTMENT PATTERNS:** Investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India.

- LIFE AND NON-LIFE INSURANCE COMPANIES:** Organizational forms, structure and administration of life and non-life insurance companies.
- MANAGEMENT OF LIFE AND NON-LIFE INSURANCE:** Life and non-life insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life(health and motor vehicles) insurance underwriting; financial management of life insurance companies.

REFERENCE BOOK

- Shekhar, K.C. and Shekhar, Lekshmy, "Banking Theories and Practices", Vikas Publication
- Risk management, "Indian Institute of banking and Finance", McMillan Publisher

BA-230	SECURITY ANALYSIS and PORTFOLIO MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this paper is to acquaint the students about the investment decisions, risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

- INTRODUCTION:** Investment meaning, nature, process and alternatives, return and risk; concept and components of total risk; systematic and unsystematic risk; measurement of systematic risk.
- VALUATION:** Objective and benefits of investment analysis and security valuation; theories of fixed and variable income securities.
- THEORIES:** Efficient market theory; fundamental analysis - economic analysis, industry and company analysis, technical analysis.
- PORTFOLIO MANAGEMENT:** Portfolio-meaning, advantages and selection; selection problems. Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio.
- MODELS:** Sharpe single-index model; capital asset pricing model; Arbitrage pricing theory.
- BONDS:** Bond portfolio management strategies – passive portfolio strategies, active management strategies; passive portfolio revision – meaning, need, constraint and strategies.
- FORMULA PLANS:** Formula plans–constant dollar-value plan, constant ratio plan, variable ratio plan; portfolio performance evaluation; risk adjusted measures of performance.

REFERENCE BOOKS

- Reiley and Brown, "Investment Analysis and Portfolio Management", Thomson Learning, Bombay

- Sharpe, Alexander and Wiley, "Investment", Prentice Hall of India, New Delhi
- Alexander, Gordon J. and Bailey, Jeffery V., "Investment Analysis and Portfolio Management", Dry den press, Thomson Learning, Bombay
- Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi

BA-231	STRATEGIC COST MANAGEMENT and CONTROL	L T P	Cr
		5 0 0	3

OBJECTIVE

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective.

- INTRODUCTION:** Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning.
- TOOLS:** Cost management tools –life cycles costing, target costing, kaizan costing, JIT and theory of constraints, BPR and bench marking.
- ABC:** Nature of activity –based costing (ABC); benefits and limitations of ABC; limitations of volume –based costing system, indicates of ABC; activity hierarchies; cost drivers; designing an ABC system activity based management; operational and strategic application of ABC.
- ANALYSIS:** Customer profitability analysis, process value analysis, financial measures of activity efficiency; nature of value chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition.
- PLANNING AND CONTROL:** Functional –based planning and control; budgeting –nature administration and effectiveness; budgeting cycle; activity based budgeting; kaizan approach; ZBB; performance budgeting.
- FINANCIAL CONTROL:** Human aspects of budgeting; responsibility centre and financial control –nature and role of responsibility centres accounting and evaluation of responsibility centre measuring the performance of investment centre –ROI, RI, EVA; transfer pricing and its applications.
- PERFORMANCE MEASUREMENT SYSTEM:** Strategic based performance measurement system: balanced score card –prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system.

REFERENCE BOOKS

- Drury, Colin, "Management Accounting and Control", Thomson Learning
- Hansen and Mowen, "Cost Management", Thomson learning
- Kaplan, Atkinson, "Advanced Management Accounting", Pearson Learning

4. Horngren, Datar Foster, "Cost Accounting", Pearson Education

BA-232	BRAND MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

To introduce the concept of branding and brand management with special emphasis on developing brand Equity

- BRANDING CONCEPTS:** concepts; branding challenges and opportunities; brand equity concepts; strategic brand management process; customer based brand equity; building a strong brand and its implications;
- BRAND POSITIONING:** identifying and establishing brand value; internal branding.
- BRAND EQUITY:** Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity; information processing model of communication marketing, communication options.
- LEVERGING PROCESS:** leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging knowledge to build brand equity; conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events.
- DEVELOPING A BRAND EQUITY SYSTEM:** Developing a brand equity measurement and management system; establishing brand equity management system measuring sources of brand equity-
- MEASUREMENTS:** capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance.
- DESIGNING AND IMPLEMENTING:** Designing and implementing branding strategies: brand-product matrix, brand hierarchy and meaning new products and brand extensions, managing brands over time: managing brands over geographic boundaries and market segments.

REFERENCE BOOKS

- Kapferer, Jean Noel, "Strategic Brand Management", Kogan Page, New Delhi
- Kapoor, Jagdeep, "24 Brand Mantras", Sage Publication, New Delhi
- Sengupta, subroto, "Brand Positioning Strategies for competitive Advantage", Tata McGraw Hill; New Delhi
- Kumar, S. Ramesh, "Marketing and Branding", The Indian Scenario, Pearson Education, New Delhi

BA-233	CUSTOMER RELATIONSHIP MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The customer is gaining more and more importance in the current scenario, the key behind the successful organization is retention of the customer. The key objective of this subject is to introduce the students to the current thinking about the customer.

- INTRODUCTION:** Cost of acquiring customers; turning customer acquisition into customer loyalty; internet and its effect on CRM: CRM and business intelligence; marketing retrospective on product to customer.
- MARKETING INITIATIVES:** Campaign management; CRM marketing initiatives; customer privacy; marketing automation; call centre and customer care; automating the contact centre; customer service for success.
- SALE FORCE AUTOMATION:** Sale force automation, key area of sales force automation sales force automation and mobile CRM field force automation; evolution of eCRM, multi-channel CRM
- B TO B MARKETING:** CRM in business to business marketing; enterprise resource planning; supply chain management; supplier relationship management; partner relationship management.
- AN ANALYSIS:** Integrated data; major types of data analysis; click stream analysis; personalization and collaborative filtering; defining CRM readiness; maintaining a customer focus; defining CRM functionality; defining technical requirement; development approaches towards purchasing CRM software.
- IMPLEMENTATION:** Pre-implementation checklist; CRM development team; CRM implementation; avoiding failures in implementing CRM.
- CRM IN FUTURE:** Selling CRM idea inside the organization; CRM road blocks-process, perception, privacy and politics, other CRM saboteurs; future of CRM.

BOOKS

- Dyche, Jill, "The CRM Handbook", Pearson Education, New Delhi
- Sheth, Jagdish N, "Customer Relationship Management", Tata McGraw Hill
- Greenberg, Paul, "CRM at The Speed of Light", Tata McGraw Hills, New Delhi

BA-234	BUSINESS MARKETING MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The aim of the course is to familiarize the students with prevailing concepts in the present day business marketing. The course tries to focus on developing strategies targeted towards different types of industrial consumers.

- 1. INTRODUCTION:** Business Marketing; business marketing management; business markets v/s consumer goods market; characteristics of business markets; classifying goods for the business market; business marketing strategy; unique characteristics of commercial enterprises, government and industrial markets; e-procurement.
- 2. ORGANIZATIONAL BUYING:** The organizational buying process; Forces affecting organizational buying behaviour; major elements of organizational buying process; relationship marketing; managing buying-seller; measuring customer profitability; customer relationship management; gaining customer relationship advantage.
- 3. STRATEGIC MARKETING:** Business market segmentation requirements and benefits; bases for segmenting business markets; model of segmenting organizational market; organizational demand analysis; determining market and sales potentials; essential dimensions of sales forecasting; forecasting methods; marketing's strategic role, marketing's cross-functional relationship; components of a business model; the balanced score card; capturing global advantage; mapping sources of global advantage; international market entry options; international strategy and the value chain; general framework for global strategy; identifying and sustaining core competencies.
- 4. MARKETING MIX-PRODUCT:** Product quality ; product policy; planning industrial planning policy; building a strong brand; technology adoption life cycle; management of innovation; managing technology, new product development process; determinants of new product performance and timelines; challenges of business service marketing; service quality; marketing mix for business service firms; developing new services.
- 5. MARKETING CHANNELS and LOGISTICS:** Business marketing channel and its participants; channel design; channel administration; e-commerce and its key elements; strategic role of e-commerce; crafting an e-commerce strategy; internet strategy implementation; concept of supply chain management competitive advantage of supply chain management; logistics and its strategic role; calculating logistics costs; business-to-business logistical service and its management.
- 6. PRICING:** Meaning of value in business markets; the pricing process in business markets; pricing across the product lifecycle; responding to price attacks by competitors; competitive bidding; role of advertising; managing business-to-business advertising; measuring advertising effectiveness.
- 7. SALES MANAGEMENT:** Foundations of personal selling; managing the sales force; account management process; sales administration; process of developing business marketing strategies; allocating resources; control at various levels; implementation of business marketing strategies.

REFERENCE BOOKS

- Hutt, Michael D. and Speh, Thomas W., "Business Marketing Management: B2B", Thomson Learning, New Delhi
- Gross, Andrew C. and Banting, Peter et al, "Business Marketing", A.I.T.B.S Publishers and Distributors, Delhi
- Havaladar, Krishna K, "Industrial Marketing"; Tata McGraw Hill, New Delhi

- Vitale, Robert P. and Giglierano, Joseph J., "Business-to-Business Marketing", Thomson Learning, New Delhi

BA-235	TRAINING and DEVELOPMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

- 1. INTRODUCTION:** Training – concept and rationale; training process: role of stakeholders in training programme; organization and management of training function.
- 2. ASSESSMENT:** Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping.
- 3. DESIGNING:** Designing the training programme: process of learning in training programme - attitudes and factors influencing; learning process; learning styles.
- 4. ENVIRONMENT:** Training climate and pedagogy; developing training modules; training aids.
- 5. METHODS and TECHNIQUES:** Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving.
- 6. EVALUATION:** Evaluation of training - need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculation of ROI in training.
- 7. GLOBAL PERSPECTIVE:** Emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, and knowledge management.

REFERENCE BOOK

- Sahu, R.K., "Training for Development", Excel Books, New Delhi
- Blanchard, P Nick, James W. Thacker, "Effective Training – Systems, Strategies and Practices", Pearson Education, New Delhi

BA-236	STRATEGIC HUMAN RESOURCE MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The primary concern of this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and organizational outcomes.

1. **INTRODUCTION:** HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM.
2. **STRATEGIC PERSPECTIVE:** Evolution of SHRM, strategic vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.
3. **FRAMEWORK AND APPROACHES:** Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning
4. **MEASURES:** HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices.
5. **HR SYSTEMS:** HR systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems.
6. **STRATEGIC HR DECISIONS:** Strategic options and HR decisions – Downsizing and restructuring.
7. **GLOBAL PERSPECTIVE:** Domestic and international labor market, mergers and acquisitions, outsourcing and off-shoring.

REFERENCE BOOKS

1. Agarwala, Tanuja, "Strategic Human Resource Management", Oxford University Press, New Delhi
2. Mello, Jeffrey A., "Strategic Human Resource Management", Thomson Learning Inc.
3. Greer, Charles, "Strategic Human Resource Management", Pearson Education

BA-237	CROSS-CULTURAL HUMAN RESOURCE MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

This course builds on the notions and frameworks in developing and understanding about the diverse nature of behavior patterns and issues involved in multivariate values and culture systems to maintain excellence of management.

1. **INTRODUCTION:** Human resource management in global organization: meaning and concept of culture dimensions, characteristics and elements.
2. **CULTURAL VARIABLES:** Human and cultural variables of organization; cultural diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications.
3. **GLOBAL ISSUES:** Global HR issues: cross –national differences, differences in communication work setting, negotiations, leadership.
4. **MOTIVATIONAL ASPECTS:** Motivational context, standardization and adoption of work practice; training and development of international system.

5. **GLOBAL STAFF MANAGEMENT:** Managing global staff: recruitment, selection criteria and issues.
6. **RETENTION OF STAFF:** Retention and motivating international staff, bargaining behavior and negotiation strategies; culture caricatures, team development and cooperation.
7. **COMPENSATION:** Compensation: objectives, determinants and key components; standards of performance management in global perspective; issues and challenges in global perspective; expatriate and repatriate issues in global context.

REFERENCE BOOKS

1. Holt, David H, "International Management–Text and Cases", Dry Den Press, Thomson Learning, Bombay
2. Peter, J., Dolling, Danice, E. Welch, "International Human Resource Management", Thomson learning – Excel books
3. Cullen, "Multinational Management", Thomson Learning Bombay
4. Harzing and Van Ruysseveldt, "International Human Resource Management", Sage Publication, New Delhi

BA-238	FINANCIAL DERIVATIVES	L T P	Cr
		5 0 0	3

OBJECTIVE

To acquaint the students with the basics of financial derivatives and their use in managing risk with their synergic effect on financial returns.

1. **INTRODUCTION:** Concepts and types of derivatives; participant–hedgers, speculators, arbitragers and scalpers; uses of derivatives.
2. **TYPES OF ORDERS:** Types of orders; derivative markets in India– current trends and future prospects.
3. **FUTURES AND FORWARDS:** Fundamentals of futures and forwards– concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures(basics).
4. **USE OF FUTURES:** Use of futures for hedging; difference between forward and future contracts; clearing process.
5. **OPTIONS:** Types of options, trading strategies involving options; black scholars option pricing model.
6. **SWAPS:** Fundamentals of swaps – introduction to swaps; interest rate swaps, currency swaps.
7. **MECHANICS OF SWAPS:** Mechanics of swaps – interest swap and currency swaps; swap pricing.

REFERENCE BOOKS

1. Chance, Don M., "An Introduction to Derivatives and Risk Management", Harcourt College Publishing
2. Hull, John C., "Futures and other Derivatives Securities", Prentice Hall India, New Delhi

- Redhead, "Financial Derivatives: An Introduction to Future/Forward, Options and Swaps", Prentice Hall India, New Delhi
- Robert A Strong, "Derivatives: An Introduction", Thomson Learning, Bombay

BA-239	TAXATION LAWS AND PLANNING	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this course is to acquaint the students with tax laws and tax planning

- INTRODUCTION:** Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property.
- PROFITS:** Profits and gains of business and profession including depreciation; capital gains; income from other sources.
- CLUBBING OF INCOMES:** Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals computation of tax liability.
- TAX PLANNING:** tax planning in reference to employees remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers.
- TAX AVOIDANCE AND EVASION:** laws relating to them.
- MANAGERIAL DECISIONS:** Relating to own or lease, make or buy, export or import.
- TAX RETURNS:** Various features and assessment of income.

REFERENCE BOOKS

- Singhania, V.K. and Singhania, Kapil, "Direct Taxes Law and Practices", Taxman Publications
- Mehrotara and Goyal, "Income Tax Law and Practice", Sahitya Bhawan Pub. Agra

BA-240	WORKING CAPITAL MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

Is to equip the students with importance of working capital, cash management, short term financing, and the relevant banking policy in this regard.

- INTRODUCTION:** Working Capital Management – meaning, importance, kinds, factors determining working capital, estimating working capital requirements;

- CASH MANAGEMENT:** Cash management of cash-motives for holding cash and marketable securities; cash system, managing the cash flows, types of collection systems, cash concentration strategies, disbursement tolls, investment in marketable securities;
- CASH FLOWS:** Forecasting cash flows; managing corporate liquidity and financial flexibility; measures of liquidity determining the optimum level of cash balances- baumol model, beranek model, miller-orr model, stone determining the optimum level of cash balances- baumol model beranek model, miller-orr model, stone model.
- RECEIVABLE MANAGEMENT:** determining the appropriate receivable policy, marginal analysis, credit analysis and decision, heuristic approach.
- ANALYSIS TECHNIQUES:** Discriminant analysis, sequential decision analysis, inventory management
- FINANCING:** Short term financing; programming working capital management; integrating working capital and capital investment process.
- MONETARY SYSTEM:** Monetary system, working capital, control and banking policy in India.

REFERENCE BOOKS

- Hampton, J.J. and Wanger, C.L., "Working Capital Management", John Wiley and Sons
- Bhattacharya, Hrishikesh, "Working Capital Management: Strategies and Techniques", Prentice Hall India, New Delhi
- Secherr, F.C., "Modern Working Capital Management", Prentice Hall, 1989

BA-241	SALES AND DISTRIBUTION MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The Objective of paper is two acquaint the students about selling process, designing the distribution channels, distribution logistics etc.

- INTRODUCTION:** Nature and scope of sales management, setting and formulating personal selling objectives; theories of selling.
- PERSONAL SELLING PROCESS:** Steps in personal selling process; recruitment and selection of salesperson, compensation and motivation of sales force.
- PERFORMANCE EVALUATION;** Monitoring and performance evaluation; sales displays; sales contests; sales territories; sales budgeting and control.
- DISTRIBUTION SYSTEM:** Participants in distribution system role and function of intermediaries.
- DISTRIBUTION CHANNEL:** Designing the distribution channel; conflict and power in the channel.

- MOTIVATION:** Selection and motivation of the intermediaries; distribution analysis.
- CONTROL AND MANAGEMENT:** Control and management distribution logistics; distribution costs, control and customer service.

REFERENCE BOOKS

- Gupta, S.L., "Sales and Distribution Management", Excel Books, New Delhi
- Pelton, Lou E, Strutton David and Lumpkin, James R, "Marketing Channels – A Relationship Management Approach", Tata McGraw Hill, New Delhi.
- Richard, Still, Edward, Cundiff and Norman, Govoni, "Sales Management: Decisions, Strategies and Cases", Prentice Hall of India Pvt. Ltd., New Delhi

BA-242	RETAIL MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of the course is to provide insights on retail operations. This will enable the students to become good retail planners and decision-makers and help focus on change and adaptation to change.

- INTRODUCTION:** Introduction to retail: retail in India; retail models and theories of retail development; understanding the retail consumers; ethical issues in retailing.
- STRATEGY:** Retail marketing strategy; retail franchising; retail store location and site selection.
- DESIGN:** Retail store design and visual merchandising; customer relationship management in retailing.
- MERCHANDISING:** Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement.
- PRICING:** Retail pricing and evaluating merchandise performance; retail communication mix.
- OPERATIONS:** Retail store operations; servicing the retail customers; retail human resource management.
- FINANCIAL ASPECTS:** Financial aspects of retail management; retail information system; supply chain management in retailing.

REFERENCE BOOKS

- Pradhan, Swapna, "Retailing Management", Tata McGraw Hill, New Delhi
- Berman, Barry and Evans, Joel R., "Retail Management-A Strategic approach", Pearson Education/Prentice Hall of India, New Delhi
- Levy, Michael and Weitz, Barton A., "Retailing Management", Tata McGraw Hill, New Delhi
- Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi, "Retail Management", Oxford University Press, New Delhi

BA-243	DISTRIBUTION AND LOGISTICS MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

Objective is course is to acquaint the student about the logistics resources, Transportation management, Ware house management, Supply chain relationship and related aspects of logistics.

- INTRODUCTION:** Introduction to logistics and its interface with production and marketing; logistical mission: services and total cost.
- OPERATIONS:** Logistical operations integration; customer service; supply chain relationship; logistical resource information.
- RESOURCE:** Logistical resources; information; forecasting; inventory strategy and management; transportation infrastructure and management.
- WAREHOUSE MANAGEMENT:** Warehouse management and material handling; packaging
- LOGISTICS POSITIONING:** Logistics positioning; integration theory.
- PLANNING:** Planning and design and methodology; planning and design techniques;
- COSTING:** Planning, costing and pricing; performance measurement and reporting.

REFERENCE BOOKS

- Bowersox, Deonald J. and Closs David J, "Logistical Management : The Integrated Supply Chain Process", Tata McGraw Hill Publishing Company Ltd., New Delhi
- Weele, "Purchasing and Supply Chain Management", Vikas Publishing House, New Delhi.
- Khanna, K.K., "Physical Distribution Management: Logistical Approach", Himalaya Publishing House, New Delhi.

BA-244	TALENT MANAGEMENT	L T P	Cr
		5 0 0	3

OBJECTIVE

The objective of this course is designed to create symbiotic relationship between talent and organization accelerate the performance involvements by instituting talent management system that ensures identification, management and development of talent portfolio.

- INTRODUCTION:** Talent – engine of new economy, difference between talents and knowledge workers, leveraging talent.

MBA

2. **ELEMENTS:** The talent value chain, elements of talent friendly organizations.
3. **TALENT MANAGEMENT SYSTEM:** Talent Management System – elements and benefits of TMS; creating TMS, challenges of TMS; building blocks of talents management.
4. **COMPETENCIES:** Competencies – performance management, evaluating employee potential.
5. **TALENT PLANNING:** Talent planning – succession management process; cross-functional capabilities and fusion of talents.
6. **BUDGETING:** Talent development budget, value-driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching.
7. **RETURN ON TALENT:** Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system.

REFERENCE BOOKS

1. Chowdhury, Subir, "The Talent Era", Financial Times / Prentice Hall International
2. Berger, Lance A and Dorothy, Berger (Eds.), "The Talent Management Handbook", Tata McGraw Hill, New Delhi
3. Sanghi, Seema, "The Handbook of competency Mapping", Response Books, New Delhi

BA-245	INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS	LTP	Cr
		500	3

OBJECTIVE

The objective of the course is to sensitise and expose the students to the task, functions and issues of industrial relations and to gains insight into the dynamics of employee management relations on different job situations.

1. **INTRODUCTION:** Industrial relations- concept, scope and objectives, emerging economic and techno - economic profile, impact of technology change on industrial relations.
2. **ROLE OF STATE:** Role of state in managing industrial relations factors affecting industrial relations. Prevention and settlement of disputes.
3. **TRADE UNIONS:** Development of trade unions in India. Pattern of trade unions in structure, central trade Union organization, Registration and recognition of trade union. Trade Union response towards liberalization and change.
4. **INDUSTRIAL LAWS:** Social security laws (Workmen's compensation, ESI, PF, Gratuity, Maternity relief) **in brief.**

5. **DISPUTES RESOLUTION:** Laws relating to Industrial disputes, trade- Unions (in brief), Laws relating to Factories (Factories Act), Contract Labor.
6. **DYNAMICS OF INDUSTRIAL CONFLICTS:** Dynamics of industrial conflicts, discipline and Grievance management, negotiation and collective bargaining.
7. **WORKERS PARTICIPATION:** Co-ownership management. Concept and significance, involvement of workers with management processes. Strategic implementation of WPM.

REFERENCE BOOKS

1. Ramaswamy, E., "Managing Human Resources", Oxford University Press, New Delhi
2. Monappa, A., "Managing Human Resources", Tata McGraw Hill, New Delhi
3. Dutta, S.K., "Guide to Disciplinary Action", Tata McGraw Hill, New Delhi.
4. Venkataratnam, Sinha, "Trade Union Challenges at the Designing of 21st Century". Excel Books, New Delhi.
5. Venkataratnam, "Industrial Relations", Oxford University Press, N.Delhi.

BA-246	PERFORMANCE MANAGEMENT	LTP	Cr
		500	3

OBJECTIVE

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

1. **INTRODUCTION:** Concept, characteristics, role and significance of performance management; performance appraisal vis-à-vis performance management.
2. **PROCESS:** Process of performance management; performance management and strategic planning linkages.
3. **PMS:** Establishing and operational sing performance management system; measuring performance – result and behavior.
4. **REVIEW:** Conducting performance review discussion; harnessing performance management system for performance improvement.
5. **STRATEGIES:** Performance management strategies and interventions – reward based performance management; Career based performance management, team based performance management.
6. **CULTURAL ASPECTS:** Cultural based performance management; measurement based performance management.
7. **COMPETENCY ASPECTS:** Competency based performance management; leadership based performance management.

REFERENCE BOOKS

1. Aguinis, Herman, "Performance Management", Pearson Education
2. Sahu, R.K., "Performance Management System", Excel Books, New Delhi
3. Cardy, Robert L, "Performance Management: Concepts, Skills and Exercises", Prentice Hall of India, New Delhi.
4. Kandula, Srinivas R, "Performance Management", Prentice Hall of India, New Delhi

BA-252	MINOR PROJECT	L T P	Cr
		0-0-4	2

This involves essentially to develop a case-study after collecting / going through the relevant material / data pertaining to an organization. This course is a 2 credit course to be completed at appropriate time stipulated by BOS.

BA-253	SEMINAR	L T P	Cr
		0-0-2	1

This course is a one credit course to be completed at appropriate time stipulated by BOS. The student will make presentations on topics of academic interest.

BA-256	DISSERTATION	L T P	Cr
		0-0-24	12

- The Dissertation carries 12 credits and spreads over three trimesters, normally during fourth to sixth trimesters for full time students and seventh to ninth trimesters for part time students (or as recommended by BOS). The progress of the Dissertation shall be monitored by the guide.
- Under special circumstances, a student can be allowed to undertake dissertation work in industry / research lab / other University. The place of work has to be approved by AC.
- The method of evaluation, including intermediate assessment shall be evolved by BOS.
- A candidate shall submit 5 copies of the Dissertation to the HOD on or before the specified date. The Report shall be in the format prescribed by the University.
- The earliest date for the submission of Report shall be THREE weeks before the closure of the trimester in which the dissertation work credits

have been registered for, and is expected to be completed, or as announced by the DAA.

- Extension of time beyond the announced last date for submission of the Dissertation may be granted by the DAA on the recommendation from the HOD.

PD-152	PROFESSIONAL ACHIEVEMENTS AND VALUES	L T P	Cr
		0 0 2	1

OBJECTIVE

To help students know about the history of science and technology and milestones in their development. Also, they will be acquainted with the achievements of persons, in particular, Indians. They shall also develop understanding of professional values.

1. **GOOD LIFE:** Satyam, Sivam, Sundaram
2. **ACHIEVEMENTS:** History of Technology; Technology in India; Lack of Entrepreneurship
3. **MODERN DEVELOPMENTS MAJOR DISASTERS AND CAUSES**
4. **HUMAN VALUES:** Indian concept
5. **INDIAN CONSTITUTION AND HUMAN RIGHTS AND HUMAN VALUES.**
6. **VALUES IN WORK LIFE:** Professional Ethics
7. **INTELLECTUAL PROPERTY RIGHT (IPR)**

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