

SYLLABUS AT A GLANCE

FIRST SEMESTER

Subject Code	Subject Name	L-T-P	Credits
BA- 501	Management Practices & Organisation Behaviour	3-0-0	6
BA -503	Managerial Economics	3-0-0	6
BA-505	Accounting for Managers & Control	3-0-0	6
BA-507	Marketing Management	3-0-0	6
BA-509	Quantitative Techniques	3-0-0	6
BA-511	Human Resource Management	3-0-0	6
BA-513	Business Communication-1	0-0-2	0
			36

SECOND SEMESTER

Subject Code	Subject Name	L-T-P	Credits
BA- 502	Business Research Methods	3-0-0	6
BA -504	Production & Operation Management	3-0-0	6
BA-506	Financial Management	3-0-0	6
BA-508	Economic & Legal Environment	3-0-0	6
BA-510	Management Information System	3-0-0	6
BA-512	Strategic Management	3-0-0	6
BA-514	Business Communication-II	0-0-2	0
			36

THIRD SEMESTER

Subject Code	Subject Name	L-T-P	Credits
BA- 601	Technology & Innovation Management	3-0-0	6
BA -603	Business Law & Corporate Taxation	3-0-0	6
BA-605	Supply Chain Management	3-0-0	6
BA-6XX	Professional Elective-I	3-0-0	6
BA-6XX	Professional Elective-II	3-0-0	6
BA-6XX	Professional Elective-III	3-0-0	6
BA-607	Internship	3-0-0	6
			42

FOURTH SEMESTER

Subject Code	Subject Name	L-T-P	Credits
BA- 602	Business Ethics & Corporate Governance	3-0-0	6
BA -604	International Business & E-commerce	3-0-0	6
BA-606	Entrepreneurship & Project Management	3-0-0	6
BA-6XX	Professional Elective-IV	3-0-0	6
BA-6XX	Professional Elective-V	3-0-0	6
BA-6XX	Professional Elective-VI	3-0-0	6
BA-608	Project & Comprehensive Viva Voce	0-0-0	6
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A student is required to choose three electives in 3rd Semester & two electives in 4th Semester in respective specialization.

Student has to choose electives from the list attached below:

LIST OF ELECTIVES FOR THIRD SEMESTER

SL	Course Code	Subject Name	Total Credits	L	T	P	
Marketing							
1	BA-6X1	Product and Brand Management	6	3	1	0	SPL
2	BA-6X2	Sales and Distribution Management	6	3	1	0	SPL
3	BA-6X3	Consumer Behaviour	6	3	1	0	SPL
4	BA-6X4	Integrated Marketing Communication	6	3	1	0	SPL
Finance							
1	BA-6X1	Security Analysis and Portfolio Management	6	3	1	0	SPL
2	BA-6X2	Personal Financial Planning	6	3	1	0	SPL
3	BA-6X3	Financial Markets and Services	6	3	1	0	SPL
4	BA-6X4	Derivative and Risk Management	6	3	1	0	SPL
HRM							
1	BA-6X1	Training and Development	6	3	1	0	SPL
2	BA-6X2	Industrial Relation and Labour Laws	6	3	1	0	SPL
3	BA-6X3	Strategic HRM	6	3	1	0	SPL
4	BA-6X4	Performance Management System	6	3	1	0	SPL
Operations							
1	BA-6X1	Fundamentals of Project Management	6	3	1	0	SPL
2	BA-6X2	Operations Research	6	3	1	0	SPL
3	BA-6X3	Fundamentals of ERP	6	3	1	0	SPL
4	BA-6X4	Logistic and Supply Chain Management	6	3	1	0	SPL
IT							
1	BA-6X1	Business Intelligence	6	2	1	2	SPL
2	BA-6X2	Cyber Law	6	3	1	0	SPL
3	BA-6X3	Software Project Management	6	3	1	0	SPL
4	BA-6X4	Information Security and Risk Management	6	3	1	0	SPL

LIST OF ELECTIVES FOR FOURTH SEMESTER

Marketing							
1	BA-6X5	Rural Marketing	8	3	1	0	SPL
2	BA-6X6	Marketing of Services	8	3	1	0	SPL
3	BA-6X7	Strategic Marketing	8	3	1	0	SPL
Finance							
1	BA-6X5	Banking and Financial Institutions	8	3	1	0	SPL
2	BA-6X6	Insurance Management	8	3	1	0	SPL
3	BA-6X7	Forex Management	8	3	1	0	SPL
HRM							
1	BA-6X5	Organisational Change and Development	8	3	1	0	SPL
2	BA-6X6	Conflict Management and Negotiation Skill	8	3	1	0	SPL
3	BA-6X7	Global HRM	8	3	1	0	SPL
Operations							
1	BA-6X5	Total Quality Management	8	3	1	0	SPL
2	BA-6X6	Materials Management	8	3	1	0	SPL
3	BA-6X7	Global Supply Chain Management and Logistics	8	3	1	0	SPL
IT							
1	BA-6X5	Data Mining	8	2	1	2	SPL
2	BA-6X6	Decision Support Systems	8	3	1	0	SPL
3	BA-6X7	e-Business	8	3	1	0	SPL

DETAILED SYLLABUS:-

FIRST SEMESTER

BA- 501 MANAGEMENT PRACTICE & ORGANIZATIONAL BEHAVIOUR 6 Credits [3-0-0]

Course Contents:

Introduction to OB; Foundations of Individual Behaviour; Values, Attitudes and Job Satisfaction; Personality and Emotions; Perception and Individual Decision Making; Motivation; Foundations of Group Behaviour; Understanding Work Teams; Leadership; Group Dynamics; Stress Management; Conflict Management, Transactional Analysis; Cross-cultural Management; Organization Culture and Climate. Organization Structure: Forms, Line and Staff Conflict, Formal & Informal Organization, Centralization & Decentralization; Span of Management, Delegation of Authority, MBO.

Essential Readings:

1. S. P. Robbins and T. A. Judge, Organizational Behaviour, 13/e, Prentice-Hall of India Pvt. Ltd., 2008.
2. D. L. Nelson and J. C. Quick, Organizational Behaviour, 5/e, Thompson, 2008.

Suggested Readings:

1. UdaiPareek, Understanding Organizational Behaviour, 2/e, Oxford University Press, 2008.
2. T. S. Bateman and S. A. Snell, Management, 8/e, TMH, 2008.

BA-503 MANAGERIAL ECONOMICS

6 Credits [3-0-0]

Course Contents:

Concept and context; Demand Analysis and Supply Analysis; Quantitative Demand Analysis and Revenue Analysis; Cost and Production Function; Price and Output Determination by the firm and Industry under various market structures e.g., Perfect Competition, Monopoly; Monopolistic Competition; Oligopoly; Business Cycle; National Income Measurement; Theories of Income Determination; Saving-Investment Analysis.

Essential Readings:

1. Keat, Young and Banerjee, Managerial Economics, Pearson Education, New Delhi.
2. Shappiro, Macro Economics, TMH, New Delhi.

Suggested Readings:

1. D.W. Carlton & J.W. Perloff, Modern Industrial Organisation, Harper Collins.
2. Y. Maheswari, Managerial Economics, PHI, New Delhi

BA- 505 ACCOUNTING FOR MANAGERS & CONTROL

6 Credits [3-0-0]

Course Contents:

Functions and objectives of Accounting; Cyclical nature of business and Accounting cycle; Golden Rule; Transactions; Balance Sheet & Income Statements; Accounting Standards. Capital and Revenue transactions; Trial Balance; Company Accounts, Authorized Share Capital, Kinds of Share Capital; Issue of share capital, preference share capital and Debentures, Financial Reporting; GAAP; Annual reports; Cash flow reporting. Basic Cost Concepts, Prime Cost & Overheads: Allocation, apportionment and absorption of overheads; Preparation of Cost Sheet; Cost Accounting Records:

Cost ledger accounts, Reconciliation; Methods of Costing, Process costing, Joint Products and By-Products, Transport Costing; Marginal Costing and decision making: Marginal Costing Vs Absorption Costing, Cost-Volume–Profit Analysis, Application of Marginal Costing and Short run decision analysis; Budgets and Budgetary Control, Zero Based Budgeting; Standard Costing.

Essential Readings:

1. Narayanswamy, Financial Accounting - A Managerial Perspective, PHI, New Delhi
2. Charles T Homgen, G Foster and S M Datar, Cost Accounting a Managerial Emphasis, 10th Ed, PHI

Suggested Readings:

1. Ramachandran & Kakani, Accounting for Management, TMH, New Delhi
2. Banerjee, Cost Accounting: Theory and Practice, PHI, New Delhi

BA 507 MARKETING MANAGEMENT

6 Credits [3-0-0]

Course Contents:

Introduction to marketing; challenges of modern marketing; Customer value and satisfaction; Market-oriented strategic planning; Marketing Information System; Scanning the marketing environment; Buyer Behaviour; Models of Consumer Behaviour; Market segmentation; Marketing Mix; Demand Assessment and Forecasting; and targeting; differentiation and positioning. Developing new market offerings and global market offerings; developing the product and branding strategy; services marketing; pricing policy, marketing channels & physical distribution and communication strategies; sales management; rural marketing; Internet marketing; marketing strategy implementation and control.

Essential Readings:

1. Kotler & Armstrong, Principles of Marketing, Pearson Education/PHI, New Delhi.
2. Philip Kotler, Keller, Koshy & Jha, Marketing Management, Pearson Education, New Delhi.

Suggested Readings:

1. Grewal and Levy, Marketing, TMH, New Delhi.
2. Ramaswamy & Namkumari, A Text Book of Marketing Management, Macmillan.

BA-509 QUANTITATIVE TECHNIQUES

6 Credits [3-0-0]

Course Contents:

Business Statistics: Measures of Central tendency and Dispersion; Variance and Covariance; Correlation & Regression Analysis; Testing of Hypotheses: t- test, z- test, chi-square test, ANOVA. Introduction to Operations Research and Decision Theory, Structure of decision strategies, decision making under competitive situation. Introduction and use of linear programming; Graphical Method; Simplex method: Minimization and Maximization Cases. Transportation Problems: Introduction and use; North-West Corner Rule; Stepping-Stone Method; Vogel Approximation Method (VAM). Assignment Problems: Introduction and use; Hungarian Method; Balanced and Unbalanced Problems; Maximization Case. Queuing Theory: Introduction to Waiting-line Model; uses of Queuing Model; Queuing Models of different category. Game Theory: Introduction and Use; Problems solving

using Dominance Theory; Problems of Mixed Strategy, PERT; CPM; Simulation, Stochastic Programming.

Essential Readings:

1. Hamdy A Taha, Operations Research, PHI, 7th Edition.
2. Levin and Rubin, Statistics for Management, PHI, New Delhi

Suggested Readings:

1. Chase, Richard B.; Aquilano, Nicholas J and Jacobs, F. Robert (9th Edition); Operations Management For Competitive Advantage, by Tata McGraw-Hill.
2. Anderson David R, Quantitative Methods for Business, 10th Ed., Cengage.

BA- 511 HUMAN RESOURCE MANAGEMENT

6 Credits [3-0-0]

Course Contents:

Concept, Nature and scope of Human Resource Management; growth and development of Human Resource Management in India; Job analysis and job design; Recruitment and Selection; Tests and Interviews; Orientation; Promotion; Transfer; Separations; Outplacement; Human resource planning; Training & Development: Concept, Training Vs Development, Learning Principle, Training need assessment and types of training programmes; Performance Management; Potential Appraisal; Career and Succession Planning; Job Evaluation; Compensation and benefits; Employees welfare, safety and health; HR Audit; HRIS; Knowledge Management.

Essential Readings:

1. Gary Dessler, Human Resource Management, 11/e, Pearson Education, 2008.
2. Scott Snell and George Bohlander, Human Resource Management, 2007.

Suggested Readings:

1. H. J. Bernardin, Human Resource Management: An Experiential Approach, TMH, 2007.
2. VSP Rao, Human Resource Management: Text and Cases, 2/e, Excel Books.

BA-514 BUSINESS COMMUNICATION-I

0 Credits[0-0-2]

Course Contents:

Meaning, importance and forms of communication, Barriers of effective communication, Techniques of effective communication (verbal communication and non verbal communication). The importance of communication through English at the present time. The importance of the four skills & strategies for developing the skills-Listening: barriers, strategies for improving listening skills Speaking: characteristics of effective speech, voice quality and rate of speaking, clear articulation, eye contact, use of expressions, gestures and postures. Reading : developing reading skills and strategies, skimming and scanning, predicting, guessing, inferring, reading critically, taking notes. Writing: the characteristics of effective writing, clear organization and structuring of ideas, clarity of language, stylistic variation. Verbal Communication Presentation skills: Pre-requisites of effective presentation, format of presentation. Effective Speech & Presentations- Technical & Non-technical presentations, Speech of introduction, speech of thanks , occasional speech, theme speech, public speaking. Use of audio visual aids in presentations. Communication skills for group discussion and interviews.

Nonverbal communication-body language, gestures, postures, facial expressions, Dress codes, techniques of electing response, probing questions, observation, business and social etiquettes, gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, body sport for interviews, business dining, business manners of people of different cultures, managing customer care. Listening process. Report Writing. Communicative skills lab.

References

1. Cambridge ESOL Test, University of Cambridge ESOL examinations. Available at <http://www.cambridgeesol.org/exams/>
2. Course Descriptions. Indiana University of Pennsylvania. Available at <http://www.iup.edu/page.aspx?id=126437>
3. Koneru, A. (2008). Professional Communication. Delhi: Tata McGraw-Hill.
4. L. Bovée Courtland., & V. Thill, John. (1992). Business Communication Today, 8th edition. New York: McGraw Hill.
5. Mascull, B. (2002). Business Vocabulary in Use. Cambridge: Cambridge University Press.
6. Raymond, V. Lesikar. , D. Pettit, John. , & E. Flatley, Marie.(1993) Basic Business Communication, 6th edition. Auburn, USA: ThriftBooks.

SECOND SEMESTER

BA- 502 RESEARCH METHODOLOGY

6 Credits [3-0-0]

Course Contents:

Research Methodology: Meaning, Objectives, Types, and Approaches; Identification of Research Problem; Research Design: Exploratory, Descriptive, Experimental, Observational Studies & Survey; Literature Review; Hypotheses; Sampling; Data Sources; Data Collection Tools; Reliability and Validity; Introduction to Qualitative Research Methods; Interpretation and Report Writing.

Essential Readings:

1. D. R. Cooper and P. S. Schindler, Business Research Methods, 9/e, TMH, 2009.
2. C. R. Kothari, Research Methodology, 2/e, New Age International (P) Ltd. Publishers, 2006.

Suggested Readings:

1. Alan Bryman, Social Research Methods, 3/e, Oxford University Press, 2009.
2. S. N. Murthy and U. Bhojanna, Business Research Methods, 3/e, Excel Books.

BA 504 PRODUCTION AND OPERATIONS MANAGEMENT

6 Credits [3-0-0]

Course Contents:

Introduction; Production and operations function and its relations to other management functions of an organization; Work system design: process planning, methods study, line balancing, work measurement, work sampling and its applications; Operations Strategy & competitiveness; Process Analysis; Manufacturing Process selection and design; Service Process selection and design; Facility Location and Facility Layout; Strategic capacity management; Aggregate sales and operations planning; Materials flow control: raw materials and WIP inventory control, JIT, lead-time control; Quality assurance and control: statistical process control, process capability improvement, sampling inspection, TQM, QC, Kaizen; Maintenance planning and management: corrective, preventive and predictive maintenance, replacement analysis; Inventory control;

Operation Scheduling; Project management; Supply chain strategy.

Essential Readings:

1. Chase, Jacobs, Aquilano, Agarwal, Operations Management, TMH, New Delhi.
2. Mahadevan, Operations Management- Theory and Practice, Pearson Education, New Delhi

Suggested Readings:

1. S. N. Chary, Production and Operations Management, TMH, New Delhi.

BA- 506 FINANCIAL MANAGEMENT

6 Credits [3-0-0]

Course Contents:

Introduction, Scope, Objectives & Nature of Financial Management; Role of finance manager; Sources of finance: Equity Capital, Debentures, Preference Capital and Term Loan; Cost of Capital: Time Value of Money, Concept of Risk & return; Cost of Capital & Value of firm: Measurement of specific cost of capital, Weighted Average Cost of Capital, Valuation of stock & bonds; Financing Decision: Capital Structure theories, EBIT-EPS relationship, Determinants of Capital Structure; Leverages: Operating, Financial & Combined Leverages; Investment Decisions: Capital budgeting methods, NPV, IRR, Capital budgeting under risk & uncertainty, Capital rationing; Dividend Decisions: Forms of Dividends, Theories of dividend Policies, Determinants of Dividends Decisions, Implication of Bonus Issue, Right Issue, Stock Split and Buy back of shares; Working capital Management: Concept, Operating cycle, Estimation of working Capital requirement, Cash Management, Receivable Management, Inventory Management.

Essential Readings:

1. Van Horne, Bhaduri, Fundamentals of Financial Management, Pearson Education, New Delhi.
2. I.M. Pandey, Financial Management, Vikash Publications, New Delhi.

Suggested Readings:

1. Keown, Financial Management: Principles and Applications, Pearson Education, New Delhi.
2. P. C. Chandra, Financial Management, TMH, New Delhi.

BA-508 ECONOMIC AND LEGAL ENVIRONMENT

6 Credits [3-0-0]

Course Contents:

Environment of Business, Socio Cultural and Politico Legal Environment, Changing role of government and socio economic scenario. Structure and Dimension of the Economy, Structure of the Industry, Public Sector, Small & Medium Sector, Emerging Economic Scenario, National Planning Process, Evolution of Industrial Policy, Regulatory and Promotional Framework, Foreign Trade, Balance of Payments, Export and Import Policy, Foreign Direct Investment, External Debt, Industrial Policy, Economic Reforms, Inclusive Growth. Introduction to Business Law; Law of Contract; Sale of Goods Act; Companies Act; Patents law and Enforcement; Trade Mark Law and Enforcement; Corporate Taxation, Banking Law & Practice; Negotiable Instruments Act; Transfer of Property Act; Limitation Act, Industrial Regulation and Development Act, Securities Act.

Essential Readings:

1. Baumel W J., A S Blinder and W. M. Scarth (1985), Economics: Principles and Policy, Academic Process Canada, Toronto.
2. ND Kapoor, Business Law, Sultan Chand

Suggested Readings:

1. Swamy, D.S. (1994), The Political Economy of Industrialization, Sage Publications, New Delhi, Introduction, Chapter-1, and Conclusion.
2. Tulsian, Business Law, TMH, New Delhi

BA 510 MANAGEMENT INFORMATION SYSTEM

6 Credits [3-0-0]

Course Contents:

Management and Systems Advance in Management: The process of MIS Development MIS Organisation, Information Dynamics, Planning Design and Implementation of MIS, IS Strategic Planning MIS Design, Gross Design Concepts, Detail Design Concepts, MIS Implementation Acquiring Information Systems, Contemporary Approaches System Life Cycle: Information, Flow Entity Relationship Modelling, Data Modelling, Detailed Process Analysis, Data Flow Diagrams, Decision Making with MIS System: Concepts for MIS Data Information and Communication, Problem Solving and Decision Making IS Security, Control System Success and Failure, The Future Trends in MIS: The Emerging IT Trends Electronic Data Interchange, Objected Oriented Approach, Networking (Information System Highway), Extended Enterprise Systems, Managing International Information Systems.

Essential Readings:

1. Davis & Olson, Management Information Systems, TMH, New Delhi.
2. O'Brein&Marakas, Management Information Systems, TMH, New Delhi

Suggested Readings:

1. Laudon and Laudon, Management Information Systems Managing the Digital Firm, Pearson Education/PHI.
2. JiawehanMichelineKamber, Data Mining Concepts and Techniques, Morgan Kauffman.

BA-512 STRATEGIC MANAGEMENT

6 Credits [3-0-0]

Course Contents:

An overview of company strategy; Understanding a Company: Vision, Mission, Objectives, Goals, Strategies, and Tactics, Concept and process of strategic Management, Strategic Business Unit (SBU). Environmental Scanning, SWOT analysis, Internal and External environmental analysis. Competition Analysis: Porter's Five Force Theory, Competitive Advantage, Value chain analysis. Classification of Strategies (long term vs. short term, generic, grand strategies); Strategic Planning for Competitive Advantage: Business Strategy, Corporate Strategy, Diversification, Mergers, Acquisitions, Strategic Alliances, Joint ventures, Divestment, BCG, GE Matrices; Evaluation of Strategic Alternatives and Strategy Implementation.

Essential Readings:

1. Robert Pitts, Strategic Management: Building and Sustaining Competitive Advantage, Cengage Learning.
2. Pearce, Strategic Management: Formulation, Implementation and Control, TMH.

Suggested Readings:

1. AzharKazmi, Strategic Management and Business Policy, TMH.
2. Hitt, Ireland and Hoskisson, The Management of Strategy: Concepts and Cases, Cengage Learning.

BA-514 BUSINESS COMMUNICATION-II**0 Credits [0-0-2]**

Course Contents:

Introduction to Personality & working towards developing it. Definition and Basics of Personality Analyzing Strength and Weakness(SW) .Corporate Theories on Personality Development, Increasing Vocabulary, Body Language, Techniques in Personality development. Communication Skills-Listening, Communication Barriers, Building Self -Esteem and Self . Confidence Theory. Working on attitudes .i.e. aggressive, assertive and submissive. Questionnaires. Introduction to Leadership. Interpersonal Relationships. Stress Management. Conflict Management. Time Management.

CORE PAPERS 3rd SEMESTER**BA-601 TECHNOLOGY AND INNOVATION MANAGEMENT****6 Credits [3-0-0]**

Course Contents:

Evolution of Technology; Effects of New Technology; Technology Innovation: Technology development; Technology transfer; Technology Assessment; Organizational and Social Implications of Technology; Human Aspects in Technology Management; Introduction; Types and Pattern of Innovation; Innovation within the Life Cycle of a Technology; Choosing Innovation Projects; Collaborating Strategies; Protecting Innovation; Innovation Strategies ; Organizing for Innovation: Organization Structure and Culture, Managing the Innovation Process, Social Networks and Informality in the Innovation Process; New Product Development Teams, Crafting a development strategy; Organization as a laboratory for learning.

SUGGESTED READINGS:

1. R. Boutellier, O. Gassmann and M. Zedtwitz, Managing Global Innovation - Uncovering the Secrets of Future Competitiveness, Springer, 1999.
2. Melissa Schilling, Strategic Management of Technological Innovation, TMH, 2008.
3. M. Iansiti, Technology Integration making critical choices in a dynamic world, Harvard Business School Press, Boston, 1998.
4. Steve Conway and Fred Steward, Managing and Shaping Innovation, Oxford University Press, 2009.

BA-603 BUSINESS LAW & CORPORATE TAXATION**6 Credits [3-0-0]**

Course Contents:

Contract Act, 1872-Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge Agency.

Partnership Act, 1932- Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, and Dissolution of firms.

Sale of Good Act, 1930 -Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach

Companies Act, 1956 Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

CORPORATE TAXATION

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review. Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

SUGGESTED READINGS:

- 1) Bhatia H L - Public Finance (Vikas, 1999, 20th Ed.)
- 2) Lakhotia R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
- 3) Prasad Bhagwati - Income Tax Law & Practice (VishwaPrakashan)
- 4) Santaram R - Tax Planning by Reports (Taxmann, 1978).
- 5) Singhania V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
- 6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)
- 7). Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13th Edition)
- 8). Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
- 9). Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).

BA-605 SUPPLY CHAIN MANAGEMENT

6 Credits [3-0-0]

Course Contents:

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade-off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs. SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

SUGGESTED READINGS

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr.Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

CORE PAPERS 4th SEMESTER

BA-602 BUSINESS ETHICS AND CORPORATE GOVERNANCE

6 Credits [3-0-0]

Course Contents:

Introduction to Business Ethics: Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical decision making. Corporate Governance: Issues, Need and Importance, benefits of good governance to companies and to the society. Corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model and Indian Model. Managerial Obligations to Society, Investors, Employees, Customers. Role of Board of Directors, Auditors, SEBI and Government. Growth of Corporate Governance in India; Corporate Governance Ethics; How ethics can make corporate governance more meaningful; Corporate social responsibility of business.

SUGGESTED READINGS:

1. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson Education.
2. Velasquez, Business Ethics: Concepts and Cases, Pearson/PHI.
3. Hartman, Perspectives in Business Ethics, TMH.
4. Solomons, Corporate Governance and Accountability, John Wiley.

BA-604 INTERNATIONAL BUSINESS & E-COMMERCE

6 Credits [3-0-0]

Course Contents:

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO. International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO. ASEAN, SAARC, BRIC etc.

E-COMMERCE -Introduction to e-commerce – Traditional Commerce vis-à-vis e-commerce; Internet & WWW; Web portals; Economic forces & e-commerce; Value chains in e-commerce; Infrastructure for e-commerce; Web based tools for e-commerce: E-commerce tools and Software; The environment of e-commerce: Principals of e-commerce (B2B, B2C); Security Issues for e-commerce; Implementing security for e-commerce; Electronic payment system; Electronic assisted strategies for Marketing and Sales promotion; Systems and Strategies for purchasing and support activities; Strategies for web auctions, Virtual Shopping; International, Legal, Ethical and Tax issues; Business plan for implementing e-commerce

SUGGESTED READINGS

1. Kenneth C. Laudon and Carol G. Traver, Electronic Commerce, Pearson Education.
2. P. Gary Schneider and James T. Perry, Electronic Commerce, Thomson Learning Press.
3. David Whitely, e-Commerce, McGraw Hill.
4. Joseph, E-commerce – An Indian Perspective, PHI.
5. Kenneth C. Laudon and Carol G. Traver, Electronic Commerce, Pearson Education.
6. P. Gary Schneider and James T. Perry, Electronic Commerce, Thomson Learning Press.

7. David Whitely, e-Commerce, McGraw Hill.
8. Joseph, E-commerce – An Indian Perspective, PHI.

BA-606 ENTREPRENEURSHIP & PROJECT MANAGEMEME

6 Credits [3-0-0]

Course Contents:

Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process. International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic' entrepreneurship, Stages of economic development.

Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur.

Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

PROJECT MANAGEMENT

Concept of a project, categories of project, project development cycle. The concept of project management, tools & techniques of project management. Forms of project organizations. Project identification, Project formulation and preparation: Market and demand estimation, market survey, Demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Technical, Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage–rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects. Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project, project financing.

SUGGESTED READINGS

1. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
2. Mohsin M. - Project Planning and Control (Vikas)
3. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
4. Chaudhary, S – Project Management (Tata McGraw Hill)
5. Young TL – The Hand Book of Project Management (Kogan Page)
6. Couger, C- Creativity and Innovation (IPP, 1999)
7. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
8. Jonne&Ceserani - Innovation & Creativity (Crest) 2001.
9. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
10. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.

11. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
12. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999)

SPECIALIZATION
FOR
THIRD AND FOURTH SEMESTER

1. FINANCE
2. MARKETING
3. HUMAN RESOURCE
MANAGEMENT
4. OPERATIONS MANAGEMENT
5. INFORMATION TECHNOLOGY

FINANCE

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE OBJECTIVE: This course shall provide a basic knowledge of the theories and practices of modern portfolio choice and investment decision. The course will acquaint students with fundamental concepts of security analysis and portfolio management

COURSE CONTENTS:

Sl. No.	Description	Session
1	Introduction to Security Analysis, securities market	3
2.	Models of equity valuation	4
3.	Bond Valuation, Yield curve, determinants of Interest Rate, Duration of bond, concept of convexity.	4
4.	Fundamental Analysis	3
5.	Technical Analysis	4
6	Models (Markowitz risk-return optimization Single Index Model, Two factor and multi factor models), efficient frontier.	4
7	Portfolio Management, Portfolio Analysis, Capital Asset Pricing Theory (CML &SML), Arbitrage Pricing Theory.	4
8	Portfolio Performance Evaluation	2
9	Portfolio Revision	2
	Total Session	30

References:

1. Reily/Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8 e , 2006.
2. Pandian P., Security Analysis and Portfolio Management, Vikas Publishing, 2008 Bhalla, V K, Investment
3. Management: Security Analysis and Portfolio Management, S Chand, New Delhi, 2007

PERSONAL FINANCIAL PLANNING

Course Objectives:

- To enable the students to understand the various components of financial planning and how to get more rewards using risk return trade-off.

COURSE CONTENTS:

Sl. No.	Topic	Session
1	Basics of Personal Financial Planning, time value of money in single and series.	3
2	Managing Investment Risks	3
3	Measuring Investment Return.	3
4	Investment Vehicles	3
5	Investment strategies	3
6	Investment strategies: investing in stocks, bonds and commodities and concept of Futures and options. Insurance Planning;-Personal risk management, Nature and function of Insurance, Need analysis and Various Insurance products. Concept of Health Insurance.	4
7	Retirement Planning, Asset allocation & diversification and concept of mortgage and its types.	3
8	Tax and Estate Planning;	3
9	Strategies of Putting Together a Complete Financial Plan	3
10	Government regulations and various regulators like SEBI, IRDA, and ethical issues involved in Financial Planning.	2
	Total session	30

References:

1. Jack R Kapoor, Les R Dlabay, Robert J Hughes, personal finance , McGraw-Hill/Irwin; Edition 2005
2. Jeff Madura, Personal Finance with Financial Planning Software Addison Wesley; Edition 2006.
3. Joehnk, Gitman, Personal Finance A User's Perspective, Cengage Learning, Edition 2009

BA-6X3
Semester 3

L T P C
3 1 0 6

FINANCIAL MARKETS AND SERVICES

COURSE OBJECTIVE: To provide an introduction to the workings of financial markets and to analyze the role of financial markets.

COURSE CONTENTS:

Sl. No.	Description	Session
1	The Financial system, Reforms in financial system.	3
2	Money Markets, and Bond Markets	4
3	Stock Market, Derivatives market	4
4	Foreign Exchange Markets	2
5	Commodity Market, Call money market, Treasury bill market, Introduction to the instruments of Commercial paper and certificate of deposits.	4
6	Financial service Industry in India, Mutual funds in India	3
7	Merchant banking, Foreign Direct Investment in India	3
8	Venture capital & leasing	3
9	Hire purchasing, Credit rating, factoring	4
	Total session	30

References:

1. Pathak.V. Bharti, "The Indian financial system: Markets, Institutions and Services", Pearson education, third edition, 2011 Varshney and Mittal, Indian financial System, 2nd edition, Sultan Chand and Sons, New Delhi.
2. Bhole, L M, "Financial Institution and Markets", 4th edition, Tata Mc-Graw Hill, New Delhi.

BA-6X4
Semester 3

L T P C
3 1 0 6

DERIVATIVE AND RISK MANAGEMENT

COURSE OBJECTIVES:

To provide a basic understanding of financial derivatives as well the application of derivatives.

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Introduction to derivatives: Definition, types of derivatives, SEBI guidelines	4
2.	Introduction to Forwards and Futures, Cash settlement Vs Physical settlement, Pricing Principles, Beta and Optimal Hedge Ratio.	4
3	Introduction to Options	4

4	Overview, interest rate swaps, currency swaps, credit risk, mechanics of swaps	3
5	Interest Rate Derivatives & Euro-Dollar Derivatives, Forward Rate Agreement, Duration, Convexity	3
6	Credit Derivatives, Collateralized Debt Obligations, The Indian Scenario, credit risk mitigation, Weather and Energy Derivatives	4
7	Hedging Using Greeks (Delta-Gamma Hedging), Hedging with Futures (Strategies of hedging, speculation and arbitrage): Index Options and futures, VaR, Historical Simulations, Risk management structure and policies in India	4
8	Management of Derivatives Exposure	4
	Total session	30

References:-

1. John C Hull, "Options, Futures and Other Derivatives", Pearson Publications, 2009
2. VarmaJayanth, Derivatives and Risk Management, Tata McGraw Hill Publications: New Delhi:2008
3. Chance, M. Don & Brooks, Robert "Derivatives and Risk Management Basics" South Western Cengage learning: New Delhi: 2009
4. Parasuraman, Derivatives, Wiley's, New Delhi, 2009

BA-6X5
Semester 4

L T P C
3 1 0 8

BANKING AND FINANCIAL INSTITUTIONS

COURSE OBJECTIVE: The course will provide students with conceptual frameworks of issues confronting Managers of Financial Institutions.

COURSE CONTENTS:

Sl. No.	Description	Session
1	Introduction, functions of financial system and its components	2
2	Financial markets and its important instruments	4
3	Financial Institutions, their role in economic development, challenges and opportunities	4
4	Reserve bank of India, SEBI, Types of exchanges – National, Regional & Local	2
5	NABARD, NBFC, IFCI, SFCs, IRBI, SIDC ,SIDBI– Introduction and operational policies	3
6	Insurance sector (life and general), Mutual Funds	3
7	Financial services	2
8	Leasing: meaning, types, financial, legal and tax aspects, Hire purchasing: Concept, legal framework and taxation, Factoring and forfeiting- meaning and mechanics, Discounting and rediscounting of bills	3
9	Merchant banking, Venture Capital, Credit rating	5
10	Overview of Micro Financing	2
	Total session	30

References:-

1. PathakBharti V, Indian Financial System, Pearson Education, 2011, 3rd edition.
2. Srivastava, R.M., Management of Indian Financial Institution ,Himalya Publication.
3. Varshney and Mittal, Indian financial System, Sultan Chand and Sons, New Delhi, 2007
4. Bhalla, VK, Management of Financial Services, Anmol Publication, New Delhi, 2007

BA-6X6
Semester 4

L T P C
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INSURANCE MANAGEMENT

Course Objectives: To facilitate the students with fundamental understanding of Insurance and risk management.

COURSE CONTENTS:

Sl. No.	Description	Session
1	Introduction to risk	4
2	Risk management techniques	5
3	Commercial risk management applications	4
4	Risk management for auto owners and homeowners.	3
5	Risk management applications: Life, Health, Income exposure: Loss of life, Loss of health, retirement annuities, employee's benefits.	4
6	Financial and estate planning.	3
7	Risk management environment	3
8	Government regulations of risk management and Insurance, Contemporary issues in Insurance.	4
	Total session	30

Reference:-

1. Trieschman, Hoyt & Sommer, Risk management and Insurance, Cengage Learning, 4th Edition, 2009.
2. Scott E. Harrington & Gregory R. Niehaus, Risk Management and Insurance, McGraw Hill, 2nd edition.
3. George E. Rejda, Principles of Risk Management & Insurance, 9th Edition, Pearson Education Inc.
4. Dr. Gupta P.K, Insurance and Risk Management, Himalaya Publishing House, latest edition.
5. James S. Trieschman, Sandra G. Gustavson, Robert E. Hoyt, Risk management and Insurance, Thomson Asia Pvt. Ltd., Singapore, latest edition

BA-6X7
Semester 4

L T P C
3 1 0 8

FOREX MANAGEMENT

COURSE OBJECTIVE: To help the students with knowledge of foreign exchange markets, their organization and management of risk exposure..

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Foreign exchange market introduction, importance, foreign exchange rates	5

2.	Forecasting exchange rates	2
3.	Organization of foreign exchange markets	3
4.	Currency Futures & Options	3
5.	Currency Swaps	3
6.	Interest Rate Derivatives	3
7.	Role of Economic fundamentals, financial and socio political factors; Corporate exposure management : Introduction, foreign exchange risk exposure	3
8.	Alternative strategies for management of economic exposure, translation exposure	3
9.	Tax treatment of foreign exchange gains and losses.	3
10	FERA and FEMA, Role of FEMA	2

Reference:-

1. Cheol S. Eun & Bruce G. Resnick; International Financial Management, Tata McGraw Hill, 4th Edition.
2. Apte, P.G., International Financial Management, Tata McGraw Hill, Latest Edition.
3. O'Brien J. Thomas, International Finance, Oxford Press 2nd edition.
4. Eiteman K. David, Multinational Business Finance, Pearson Education, 4th Edition.
5. Shapiro, Alen, Multinational Financial Management, 7th Edition, Wiley Higher Education

MARKETING

PRODUCT AND BRAND MANAGEMENT

COURSE OBJECTIVES: This course will enable students to gain an insight of how to build, measure, and manage products/brands.

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Introduction, Product Related Concepts, Product Management, Components of Marketing Plan Levels of Market Competition, Determining Competitors Category Attractiveness Analysis: Aggregate Market Factors, Category Factors, Environmental Analysis	4
2	Competitor Analysis, Customer Analysis, basis of market segmentation	3
3	Market Potential, Market potential v/s sales potential, Sales Forecasting Methods	2
4	Product Strategies, Product life cycle, Product Strategies Over the Life Cycle Developing new product, Product Modification, Line Extension & Brand Extension	3
5	Brands: Meaning, Scope, Brand Management, Branding Challenges & opportunities Concept of Brand Equity	3
6	Strategic Brand Management	3
7	Brand Positioning	2
8	Planning & Implementing Brand Marketing programs	3
9	Measuring & Interpreting Brand Performance	3
10	Growing & Sustaining Brand Equity	4
	Total session	30

References:-

1. Donald Lehmann, Product Management, Tata McGraw Hill, New Delhi, 2007
2. Keller, Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity, PHI, New Delhi, 2007
3. Verma Harsh V, Brand Management, Excel Books, New Delhi, 20072.

SALES AND DISTRIBUTION MANAGEMENT

COURSE OBJECTIVE: This course aims at providing our students a real life exposure about sales and distribution management

COURSE CONTENTS

Sl. No.	Description	Session
1.	Sales management: Meaning, Scope, Challenges. Types of selling, Alternative Sales	7

	Structures, Network Marketing , Mail order selling, direct marketing .The selling process – Strategies and Styles – formulating sales objectives , Sales forecasting	
2.	Sales force size, sales organization , training & motivating, the sales force, compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit	7
3	Physical distribution function, Key challenges of physical distribution, physical Distribution environment, Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design	5
4	Issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance, Vertical marketing systems, Retail co-operatives, Franchise systems and corporate marketing systems.	6
5	E-commerce and e-retailing , Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems	5
Total session		30

References:-

1. Futrell : Sales Management (Pearson Education)
2. Kapoor and Kansal: Basics of Distribution Management – A logistical approach (Prentice-Hall India)

BA-6X3
Semester 3

L T P C
3 1 0 6

CONSUMER BEHAVIOUR

COURSE OBJECTIVES:

- To provide a strong , usable and comprehensive managerial understanding of consumer behaviour and develop sound marketing strategy

COURSE CONTENTS

Sl. No.	Description	Session
1.	Introduction to consumer Behaviour, importance of consumer behaviour, consumption behaviour.	3
2	Value and the consumer behaviour, value framework, importance of Consumer Perception and learning.	3
3	The concept and its influences, Motivation and consumer behaviour	4
4	Consumer emotions and value. Personality and consumer behaviour.	3
5	Consumer Lifestyle and Psychographics, Attitude and attitude components, Functions of attitude in consumer behaviour.	4
6	Role of culture in Consumer Behaviour societal values. Reference Groups, Social power,	3

	Reference group influence, Word of mouth, House hold decision making.	
7	Consumer decision making process, Need recognition and search: Decision making and choice.	2
8	Alternative evaluation and choice	2
9	Consumption, value and satisfaction.	3
10	Consumer misbehaviour, Focus of misbehaviour, Consumer ethics and misbehaviour, Consumer misbehaviour and Problem behaviour. Marketing Ethics and marketing strategy, Consumerism, CSR, Regulation of marketing activities, Criticism of marketing, Products liability.	3
	Total session	30

References:-

1. Babin& Harris, Consumer Behaviour ,Cengage Learning.
2. Loudon, D.L & Della Bitta, A.J., Consumer Behaviour, Tata Mcgraw-Hill, New Delhi, Ninth Edition, 2007
3. Hawkins, D. L & Best Roger , Consumer Behaviour- Building Marketing Strategy, Mcgraw-Hill, Indian edition, New Delhi
4. Schiffman&Kanuk, Consumer Behaviour, Pearson Education Asia, New Delhi, 10th edition,2010

BA-6X4
Semester 3

L T P C
3 1 0 6

INTEGRATED MARKETING COMMUNICATION

Course Objectives:

- To make the students understand the role of advertising in business
- To make the students learn how to put together an advertising plan while examining the ingredients of an effective advertisement campaign
- To develop insights into the characteristics of different forms of traditional and new marketing communications

COURSE CONTENTS

Sl. No.	Description	Session
1.	Marketing communication, role of marketing communication, concept of integrated marketing communication. Advertising: scope and limitations, merits and demerits, types of advertising agencies; media partners and their role; agency evaluation; Brands- meaning, importance; creating and maintaining the brand; AIDA model; think/fear/do models; brand decision making process; attitude formation and attitude change; brand Likeability.	6
2.	IMC planning process; digitization of brand information; customer database management; developing creative message strategy; process of developing IMC, message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for point and electronic media; print layout and design; executional and strategic consistency.	7
3	Media classification; relative strengths and weaknesses; wireless communication; e-mail marketing; website marketing; integrating online brand communication; media planning; consumer sales promotion, trade promotion; trade promotion for new products and existing brands, Advertising on the Internet	5
4	Personal selling objectives and strategies, challenges and opportunities. Personal selling process; Public relations; limitation of brand publicity; brand publicity tools; corporate image and reputation; cause marketing; crisis communication; direct marketing; event marketing;	7

	sponsorships; social, economic and ethical issues in IMC; evaluation and measurement of brand messages measurement and evaluation methods	
5	Advertising testing, Social, Ethical and Regulatory Aspects of Advertising	5
	Total session	30

References:-

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

BA-6X5
Semester 4

L T P C
3 1 0 8

RURAL MARKETING

COURSE OBJECTIVE: The course intends to provide an overview of rural markets and emerging perspectives of rural marketing, thus imparting managerial initiatives and relevant frameworks used by business managers.

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Overview of Indian Rural Market, Environment, Constitution of Rural Markets, Size and nature.	3
2.	Rural consumer behaviour, Brand loyalty and innovation adoption.	4
3.	Rural Marketing Research	3
4.	Rural Market Segmentation, Targeting and Positioning Strategies in Rural Markets	5
5.	Rural Product & Pricing Strategies	3
6.	Promotion & Distribution Strategies for Rural Markets, Rural services marketing.	4
7.	Rural marketing of FMCGs, Consumer Durables, Agriculture Inputs and Agriculture Co-operative marketing.	4
8.	The future of Rural Marketing, Marketing in small towns	4
	Total session	30

Reference:-

1. Kashyap, P, Rural Marketing, Pearson Education, 2012
2. Dogra, B. & Ghuman, K., Rural Marketing: Concepts & Practices, Tata Mc.Graw-Hill, 2009
3. Krishnamacharalu, C S G & Ramakrishnan, L., Rural Marketing Text & Cases, Pearson Educaion, 2008

MARKETING OF SERVICES

COURSE OBJECTIVES: To equip the students with an understanding of the vital role that services play in the economy and the various components of marketing which plays a vital role.

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Service Markets: introduction, scope, challenges and opportunities, consumer behaviour in services marketing	3
2	Positioning Maps, Developing Service Concepts.	3
3	Distributing Services, Pricing and Revenue Management.	5
4	Educating customers and Promoting the Value Proposition.	4
5	Designing and Managing Service Processes, Balancing Demand and Productive capacity.	5
6	Crafting the Service Environment, Managing People for Service Advantage.	3
7	Achieving Service Recovery and Obtaining Customer Feedback.	2
8	Improving Service quality and Productivity	5
	Total session	30

Reference:-

1. Lovelock, Christopher H, Services Marketing- A South Asian Perspective, Pearson Education Asia, New Delhi, Sixth Impression, 2008
2. Clow E Kenneth & Kurtz L David, Services Marketing – Operation, Management and Strategy, Biztantra, New Delhi, Second Edition, 2008
3. Zeithmal, Valarie & Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi, 2007

STRATEGIC MARKETING

COURSE OBJECTIVE: To help the student to understand the application of various strategies in dynamic market scenario to get a competitive edge.

COURSE CONTENTS:

Sl. No.	Description	Session
1	Introduction to Marketing, Marketing Decisions, Strategic Planning and Strategic Marketing	2
2	Business Strategies and their Marketing Implications	3
3	Strategic Analysis	5
4	Strategic Capabilities and Direction	3
5	Strategy Formulation: Strategy Selection, Portfolio Analysis	3

6	Marketing strategies, Service Marketing Strategies	4
7	Global Market Strategies	3
8	Specialized Strategy Application	4
9	Strategy Implementation, Evaluation & Control: Organizational Structure, Strategic Tool	2
10	Trends in Strategic Marketing Practice	1
	Total session	30

Reference:-

1. Jain, S.C., Marketing Strategy: Planning, Implementation and Control, Cengage Learning, New Delhi, 2009
2. Anderson, C.H. and Vincze, J.W., Strategic Marketing, 2nd Ed., Biztantra, New Delhi, 2006
3. Nag, A, Strategic Marketing, 2nd Ed., McMillan India Ltd., 2008
4. Kotler, P., Keller, K.L., Koshy, A. and Jha, M., Marketing Management, 12th Ed., Pearson Education, Delhi, 2007
5. Parry, M.E., Strategic Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2002
6. Walker, O.C., Boyd, H.W. and Larreche, J.C., Marketing Strategy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2006

HUMAN RESOURCE MANAGEMENT

BA-6X1
Semester 3

L T P C
3 1 0 6

TRAINING AND DEVELOPMENT

Course Objectives

(a) To developing an understanding of the core issues in employee training from a strategic organisational perspective.

(b) To developing competencies for imparting and managing corporate trainings as per business needs.

COURSE CONTENTS:

Sl. No.	Title	Session
1	Training & Development	2
2	Strategic training	3
3	Training design	4
4	Methods and techniques of training need assessment, Operational analysis.	2
5	Learning theories.	2
6	Training methods & trainer's style.	3
7	Training evaluation	3
8	E-Learning and use of technology in training	3
9	Contemporary issues training and development	3
10	Dual career paths, career plateau, coping with career breaks, balancing work and life	3
11	The future of Training and Development in India	2
Total Session		30

References:-

1. Noe A Raymond, Training and Development. Tata McGraw Hill, 4th ed. 2008
2. P. Nick Blanchard, James W Thacker; Effective Training – Systems, Strategies and Practices 3rd Edition 2011.
3. Janakiram B, Training and Development, Biztantra, Indian Text ed. 2008
4. Goldstein L. Irwin, Ford J. Kevin, Training in Organizations, Thomson, 4thed. 2007.

BA-6X2
Semester 3

L T P C
3 1 0 6

INDUSTRIAL RELATIONS & LABOUR LAWS

Course Objectives:

- (a) This course is aimed at developing an understanding of the interaction pattern among labour, management and the State;
- (b) Imparting basic knowledge of the Indian Labour Laws and its distinctive features and impart knowledge of the various enactments with focus on practice.

COURSE CONTENTS:

Sl. No.	Title	Session
1.	Introduction to Industrial Relations and Labour Laws	3
2	International Labour , Emerging Issues and Future Trends	3
3	Laws on working conditions- The Factories Act, 1948.	3
4	Contract Labour (Regulation and Abolition Act, 1986), Industrial Employment (standing order) Act, 1946	2
5	Overview of the Workmen's Compensation Act, 1923	3
6	Trade Union Act, 1926: Objective, Coverage, Benefits Industrial Disputes Act, 1947	4
7	The Employees' State Insurance Act, 1948	2
8	The Employee's Provident Fund and Miscellaneous Provision Act, 1952	3
9	The Payment of Gratuity Act, 1972	4
10	Child Labour (Prohibition and Regulation Act, 1986)	3
Total Sessions		30

References:-

1. Sinha P. R. N, Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education, 4th impression, 2009.
2. Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing House, 2008
3. Venkataratnam C. S. Industrial Relations, Oxford Higher Education, 10th impression 2009

BA-6X3
Semester 3

L T P C
3 1 0 6

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objectives

- (a) To assess and analyze human resource initiatives at a strategic level
- (b) To develop understanding of operational implications of strategic initiatives

COURSE CONTENTS

Sl. No	Title	Session
1	Introduction to Strategic HRM	2
2	Emerging issues in SHRM	3
3	Understanding Human Resource Environment : Technology and organisational structure,	3
4	Human resource legal environment, Strategic impact of the legal environment	4
5	Human Resource Evaluation	3
6	Strategy implementation , Strategically oriented compensation systems	4
7	The Performance Impact of Human Resource Practices	3
8	Strategy formulation,, Integration with strategy	3
9	Investment perspectives of HR	3
10	Introduction to global HR strategies	2
Total Session		30

References:-

1. Strategic Human Resource Management by Jeffrey A. Mello, Cengage Learning, (2001)
2. Strategic Human Resource Management-A General Managerial Approach 2/e by Charles R.G., , Pearson Education Publications, 2nd Edition (2009)
3. Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press, 1st Edition (2007)

BA-6X4
Semester 3

L T P C
3 1 0 6

PERFORMANCE MANAGEMENT SYSTEM

Objectives

- (a) To equip students with comprehensive knowledge and practical skills to improve their ability for Performance Management System in their organizations.
- (b) It is particularly intended for future managers who will develop suitable strategies & policies for managing performance and facilitate their line managers to effectively appraise their subordinates.

COURSE CONTENTS

Sl. No.	Title	Session
1	Defining Performance and Performance determinants; Performance Dimensions	3

2	Performance Management Process, Performance Management and Strategic Planning.	3
3	Performance Planning and developmental planning	2
4	Performance Diagnosis and Improvement, Performance Management and Discipline.	2
5	Communication Plan and appeals process, Ongoing Mentoring & Protégé Development	4
6	Approaches to Performance Appraisal	3
7	Factors of measuring performance, Purpose, Process and methods.	3
8	Definition and importance of teams, purposes and challenges of team performance management,	4
9	Legal Principles affecting Performance Management. Traditional and Contingent pay plans	3
10	Performance Management Systems in Asian Countries: India, Japan, China.	3
Total Session		30

References:-

1. Herman Aguinis, Performance Management, Pearson Education.
2. Kohli A.S. & Deb T., Performance Management, Oxford University Press
3. Rao T. V. Performance Management and Appraisal Systems, Sage Publications
4. ChadhaPrem, Performance Management, MacMillan, 2008

BA-6X5
Semester 4

L T P C
3 1 0 8

ORGANIZATION CHANGE AND DEVELOPMENT

Objectives:

- (a) To understand the necessity of organizational change and to develop strategies to manage the same.
- (b) To analyse and apply organisational development interventions as per business needs and to understand how change is affecting organizations and countries throughout the world

COURSE CONTENTS

Sl. No	Title	Session
1	Organisation and Change, Models and Theories of Planned change	2
2	Contemporary Issues in Change Management, The Changing Workforce: Managing Cultural Diversity in Global Organisations.	2
3	Introduction to Organisation Development, Ethical and Contracting Issues.	4
4	Managing the OD Process – Phases in an OD Program.	2
5	OD Interventions	3
6	Organisational Effectiveness and Excellence	4

7	Team Development Interventions; Inter Group Development Interventions, Structural Interventions.	4
8	The Third-Wave Organisations, Organisation Transformation and Strategic Change.	4
9	OD in Indian and Global Organisations : The current scenario& future trends	3
10	The Future of OD – Challenges for Organisations.	2
Total Session		30

References:-

1. Harvey, D.F. and Brown, D.R, An Experiential Approach to Organization Development, Pearson. (2006)
2. Wendell L. French and Cecil H. Bell, Organisation Development, Pearson. (2007)
3. Cummings and Worley, Organisation Development and Change, Thomson South- Western. (2006)
4. Radha R. Sharma, Change Management: Concepts and Applications, Tata McGraw Hill. (2010)

BA-6X6
Semester 4

L T P C
3 1 0 8

CONFLICT MANAGEMENT AND NEGOTIATION SKILLS

Objectives:

- (a) To understand and acquire different negotiation skills & to learn methods to manage interpersonal disputes among parties
- (b) To enhance and improve the techniques and skills in conflict management

COURSE CONTENTS

Sl. No	Title	Session
1	Conflict, Systems approach to Diagnosing Conflict. Resolving conflict through negotiation.	3
2	Distributive bargaining	3
3	Negotiation, Determinants of Negotiation performance, parties in negotiation	3
4	Negotiation style: approaches to negotiation	3
5	Negotiation process and preparation, strategies and techniques of negotiation,	3
6	Closing the deal and post negotiation evaluation	2
7	Understanding the importance of perception	3
8	Gaining leverage through power and persuasion, BATNA (Best Alternative To a Negotiated Agreement), the facets of power	4
9	Ethics, fairness, and trust in negotiation, Impasse and Alternative Dispute Resolution	4
10	Personality, The theories of personality, the relation between styles of personality and conflict management	2
Total Session		30

References:-

1. Barbara A. Conflict Management, Pearson Education, New Delhi, 1sted, 2007

2. Carrell Michael R. &Heavrin Christina, J. D. Negotiating Essentials. Theory, Skills and Practices. Pearson Education, 1sted. New Delhi, 2008.
3. Luecke and Patterson, “How to become a better negotiator”, American Marketing Association, 2nd 2008.

BA-6X7
Semester 4

L T P C
3 1 0 8

GLOBAL HUMAN RESOURCE MANAGEMENT

Objectives

- (a) To bridge the gap between corporate strategies and the effective management of human resources, which at times, may require differing policies across countries?
- (b) To design appropriate structures, policies, and strategies for managing the employees at every level of the enterprise in competitive firms and economies.

COURSE CONTENTS

Sl. No	Title	Session
1	Introduction to global HRM: Drivers of globalisation, Enduring context of IHRM	2
2	Understanding human behaviour in global.	3
3	Role of expatriate training, importance of training programs from international perspective	3
4	Special issues in IHRM, hiring inpatriate & expatriate: choices & dilemmas for MNCs.	3
5	International compensation	3
6	Global HR issues in the host, monitoring HR practices	4
8	Multinational performance, HCN employees.	4
9	Global HRM trends and future challenges, International joint ventures	3
10	The repatriation process, multinational responses, designing a repatriation programme.	2
11	Managing people in international context- comparision of Indian HRM with those of UK, EU, USA, Japan and China	3
Total Session		30

References:-

1. Dowling, P.J. and Welch, D. E. International Human Resources Management.4th ed. Cengage Learning. (1999)
2. Ashwathappa, K. and Dash, S. International HRM. Tata Mc.Graw – Hill Publishing Company Limited (2008)
3. SubbaRao, P. International Human Resource Management. Himalaya Publishing House (2009) 1st Ed.
4. Rao, P. L. International Human Resource Management. Excel Books, (2008)
- Marquardt, M. & Engel, D., Global Human Resource Development, Prentice Hill, (1993)

OPERATIONS MANAGEMENT

BA-6X1

L T P C

Semester 3

3 1 0 6

FUNDAMENTALS OF PROJECT MANAGEMENT

Course Objectives:

- To help the students with greater understanding of analytical skills for solving problems in project management and also to learn models which helps in the decision making process.

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Concepts of Project Management, Tools and Techniques of Project Management Project Life Cycle Phases. Roles and Responsibilities of a Project Manager	4
2	Establishing the Project	3
3	Organizing Human Resources : Contracts : 3 R's of Contracting, Tendering and Selection of Contractors, Team Building	3
4	Market and Demand Analysis , Technical Analysis	3
5	Social Cost Benefit Analysis	2
6	Investment Criteria	3
7	Project Planning , Planning, Scheduling and Monitoring, Monitoring Contracts	5
8	Network Techniques for Project Management, Conflict and Negotiation , Project Review and Administrative Aspects	5
9	Contemporary Issues in Project Management	2
	Total session	30

References:-

1. Project Management Core Textbook by Samuel J. Mantel Jr, Wiley, 6th Edition(2006)
2. Projects by Prasanna Chandra, Tata McGraw Hill, 1st Edition (2011)
3. Project Management by Harvey Maylor, Pearson, 3rd Edition (2009)
4. Project Management by Gray, Clifford f, Tata McGraw Hill, 7th Edition (2007)
5. Project Management by S Chowdhury, Tata McGraw Hill, 7th Edition (2007)

BA-6X2

L T P C

Semester 3

3 1 0 6

OPERATIONS STRATEGY

Course Objectives:

- This course will enable the students to understand the applications of the Operations strategic knowhow to Business Decision problems along with the real life problem

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Concept and principles of operation strategy	3
2	Introduction to decision categories and role of technology; Capacity and Facilities strategies	5
3	Supplier management; Logistics system and Supply chain	5
4	Organization and Human resources	3
5	Workforce Teams	3
6	Competing on cost	2
7	Competing on quality and Competing on time	2
8	Outsourcing strategies	3
9	Strategic services operations	3
10	Services supply chain.	1
	Total session	30

References:-

1. Slack and Lewis, Operations Strategy, Prentice Hall.
2. Van Mieghen, Operations Strategy: Principles and Practice, Dynamic Idea
3. David A. Garvin, Operations Strategy: Text and Cases, Prentice Hall – Gale.
4. David Walters, Operations Strategy, Macmillan

BA-6X3
Semester 3

L T P C
3 1 0 6

FUNDAMENTALS OF ENTERPRISE RESOURCE PLANNING

COURSE OBJECTIVES: The course aims at exposing the students to enterprise wise integration of various management functions through open data base, EDI and communication network.

COURSE CONTENTS:

Sl. No.	Description	Session
1	Enterprise Resource Planning (ERP) and Enterprise Systems (ES)	2
2	Evolution, Importance of ERP, Value creation through ERP, ERP vendors	4
3	ERP Risks, Extended ERP services, ERP and BI, ERP and E-commerce.	4
4	Data warehousing and Data Mining, ERP security, Computing Architecture of ERP.	4
5	Approaches to ERP implementation	2
6	ERP package selection.	2

7	ERP operation and maintenance.	3
8	ERP modules: Sales and marketing, Accounting and finance, Production and materials management, Human resource	4
9	ERP/e-business integration	3
10	ERP-II: Best Practices, Future trends in ERP	2
	Total session	30

References:-

1. Singla, Enterprise Resource Planning, Cengage Learning, New Delhi 2008.
2. Jaiswal&Vanapalli, Enterprise Resource Planning, MacMillan Publications, New Delhi 2008
3. Mary Summer, Enterprise Resource Planning, Pearson Education, New Delhi 2009.
4. C S V Murthy, Enterprise Resource Planning, Himalaya Publishing House, Mumbai 2008
5. Monk&Wagner, Enterprise Resource Planning, Cengage Learning, New Delhi 2009.

BA-6X4
Semester 3

L T P C
3 1 0 6

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVES: This course provides an understanding of Logistics while underlining the importance Supply Chain Management in different kinds of Industries

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Introduction and Concepts, Supply chain model, Logistics, Supply Chain Synchronization	3
2	Customer Accommodation	3
3	Information technology framework	4
4	Inventory, Inventory Management Policies and Practices	3
5	Transportation: Transportation Infrastructure	4
6	Warehousing: Strategic warehousing, Warehouse management systems	3
7	Packaging and Material Handling, Global strategic Positioning; Global SC Integration, SC Security, International sourcing	4
8	Network Integration	3
9	Logistics design and operational Planning	2
10	Supply Chain Logistics Administration	1
	Total session	30

References:-

1. Donald J Bowersox, David J Closs and M Bixby Cooper, 2008, Supply Chain Logistics Management: , 2nd edition, McGraw Hill.
2. Ballou H Ronald &Srivastava K Samir, Business Logistics/ Supply chain Management, 5th edition, 2007
3. Agrawal D K,Textbook of Logistics and Supply Chain Management, Macmillan India Ltd.5th Editon (2007)
4. Donald J. Bowersox and David J. Closs, 2000, Logistical management-The integrated Supply Chain Process,Eighteenth reprint, McGraw-Hill.
5. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 2nd Edition, Irwin, McGraw-Hill.

TOTAL QUALITY MANAGEMENT

COURSE OBJECTIVE: The course will provide better understanding of the problems associated with improving quality, also quality tools utilized in service and international Environments

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Framework , Historical Review , Gurus Of TQM , Obstacles And Benefits Of TQM	2
2	Leadership For TQM, 7 Habits, The Deming Philosophy, Quality Council, Core Values.	2
3	Customer perception and satisfaction , Customer Retention	3
4	Employee Involvement, Surveys, Empowerment , Suggestion System , Performance Appraisal	3
5	Continuous Process Improvement, PDCA Cycle ,Kaizen, Re-Engineering, Six Sigma	5
6	Benchmarking	2
7	Quality Management Systems	4
8	Quality Function Deployment	3
9	Failure Mode And Effect Analysis ,Total Productive Maintenance	3
10	Statistical Process Control ,Experimental Design	3
	Total session	30

References:-

1. Besterfield ,Total Quality Management, 3rd Edition, , Pearson India
2. BediKanishka, Quality Management, Oxford University Press
3. Sharma DD, Total Quality Management, Principles , Practice and Cases , Sultan Chand and Sons , New Delhi,India

MATERIALS MANAGEMENT

COURSE OBJECTIVES:

The course intends to equip students with updated knowledge of modern materials management concepts and aims to develop their functional expertise in the store and purchase management discipline.

COURSE CONTENTS:

Sl. No.	Description	Session
1.	Introduction, nature, scope, challenges and major issues, Supply Chain metrics	2
2.	Production Planning System, Master Scheduling, Production planning, Master Scheduling & Sales	3
		3

3.	Materials requirement Planning,Capacity Management, Scheduling orders and making the plan. Production activity control. production Reporting	
4.	Purchasing management	3
5.	Forecasting: Demand Management	2
6	Inventory Fundamentals. Inventory Control System; ABC method of inventory control, V.E.D. Analysis, S.D.E. classification; F.S.N. analysis; X.Y.Z. Analysis,	4
7	Order Quantities, EOQ Model, Variations of the EOQ Model, Quantity Discounts in EOQ Model. Determining the Safety Stock , Determining the Service levels , Periodic review System, Distribution Inventory	4
8	Physical Inventory, Physical Control and Security , inventory Record Accuracy, Periodic Inventory System, Perpetual Inventory system. Cost of Inventory and Costing Methods , FIFO Method , Average Cost method , LIFO method etc Physical Distribution, Warehousing Packaging and Material Handling. Multi warehouse Systems	4
9	Products and Processes Design, Processing Equipment , Processing Equipment , Process Systems , Process Selection , Continuous Process Improvement	3
10	Total Quality Management	2
	Total session	30

Reference:-

1. JR Tony Arnold,Stephen,RVRamakrishnan, 2007, Introduction to Materials Management, 5th Edition, Pearson.
2. P. Gopalakrishnan, 2006, Materials Management: An Integrated approach, PHI.
3. Cost Accounting by MY Khan and PK Jain 2011, TATA McGraw Hill
4. Quality Control and Management by Evans & Lindsay. 2008 , Cengage India

BA-6X7
Semester 4

L T P C
3 1 0 8

GLOBAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS

COURSE OBJECTIVE: This course views the supply chain from the point of view of the manager. Logistics and supply chain management is all about managing the tradeoffs in a supply chain. The design of a logistics system is critically linked to the objectives of the supply chain. The goal in this course is to understand how logistical decisions impact the performance of the firm as well as the entire supply chain. The key will be to understand the link between supply chain structures and logistical capabilities in a firm

COURSE CONTENTS

Sl. No.	Description	Session
1	Introduction to global supply chain , Elements and Future trends	2
2	Purchasing issues in supply chain management, Global Sourcing	3
3	Creating and managing supplier relationships. Supplier evaluation and certification. Supplier development.	4
4	ERP Systems in supply chain	3
5	Distribution issues in Supply Chain, E Commerce and transportation	5
6	Supply chain process Integration, Obstacles to process integration along the supply chain	6
7	Performance measurement along the supply chain, World Class performance measurement system. The balanced Scorecard	4
8	Future of supply chain management: Global Expansion of Supply Chains.	3
	Total session	30

Reference:-

1. Wisner, Leong and Tan: Principles of Supply Chain Management, A balanced approach . Publisher Engage Learning (South –Western)
2. Sochi-Levi, David, Philip Kaminski, and Edith Sochi-Levi. Designing and Managing the Supply Chain. 2nd ed. New York, NY: McGraw Hill, 2003. ISBN: 0071410317.
3. Chopra , S and PMeindl, 2004 , Supply Chain Management : Strategy , Planning and Operation, 3rd edition , Pearson Education

INFORMATION TECHNOLOGY

BA-6X1
Semester: 3

L T P C
2 1 2 6

BUSINESS INTELLIGENCE

Objectives

- a) Provide concepts & techniques of Data Mining.
- b) Equip students to perform data analysis and draw conclusions.

COURSE CONTENTS:

Sl. No.	Title	Sessions
1	Introduction to Business Intelligence- Applications in Marketing and Customer Relationship Management: A Statistical perspective of Data Mining <ul style="list-style-type: none">• Tasks performed• Applications• Knowledge discovery• Analytical Intelligence• Enterprise Intelligence.	3
2	Examining Data using SAS:	3
3	Exercises on Examining Data	2
4	SAS Programming .	6
5	Logistic Regression	3
6	Exercises on LR	2
7	Decision Trees (DT) (Enterprise Miner)	3
8	Exercise on DT	2
9	Artificial Neural Networks	3
10	Exercise on ANN	2
11	Real life business applications of BI	1
Total Session		30

References:-

1. Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management, 2nd e: Berry / Linoff. Wiley Computer Publishing - 2004.
2. Applied Multivariate Techniques: Sharma, Subhash - John Wiley & Sons, 1996
3. Using Multivariate Statistics': Tabachnick B.G./Fidell L.S - Allyn& Bacon, 1996.
4. Multivariate Data, 6th e: Hair J.F et al. Pearson Education, 2005.

BA-6X2
Semester: 3

L T P C
3 1 0 6

CYBER LAW

Objectives:

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

- a) Identify the emerging legal issues in a digital networked environment including general issues of jurisdiction and enforcement of rights and liabilities in cyberspace;
- b) Consider developments in specific areas of law arising in cyberspace including intellectual
- c) property, regulation of content /censorship, privacy and electronic commerce;

COURSE CONTENTS:

Sl. No.	Title	Sessions
1	UNCITRAL Model Law	1
2	Introduction To Information Technology Act, 2000 Object; Scope; Scheme Of The Act; Relevancy With Other Laws.	3
3	Jurisdictional Issues	3
4	Concept of Cyber Crime and the IT Act, 2000	3
5	Digital Signature: Technical Issues & Legal Issues	3
6	Evidence Law vis-a-vis IT Law	3
7	Protection of Cyber Consumers in India	3
8	Contract in the InfoTech World Status of Electronic Contracts; Click –Wrap And Shrink – Wrap Contract; Contract Formation In The Internet Vis- A –Vis Contract Law.	3
9	European Convention on Cyber Crime	2
10	Role of Interpol in Cyber Crime	2
11	Project	4
Total Session		30

References:-

1. Information technology and cyber law: Bhansali, S. R.
2. Information Technology And Cyber laws: Raman Mehra
3. Cyber Law: Software and Computer Networks (Intellectual Property Law): LandMark Publications
4. Cyberlaw: The Law of the Internet and Information Technology by Brian Craig
5. Information Security and Cyber Laws: Saurabh Sharma
6. Information Technology Act 2000: A Conceptual Paradigm Shift in Law: Dr.DivyaChansoria and RajeshwarAskokSrivastava
7. The Information Technology Act, 2000: Frederic P. Miller, Agnes F. Vandome and John McBrewster

BA-6X3
Semester: 3

L T P C
3 1 0 6

SOFTWARE PROJECT MANAGEMENT

Objectives:

To focus on the issues that are crucial to the development of good quality software.

COURSE CONTENTS:

Sl. No.	Title	Sessions
1	Introduction to software development	1
2	Life Cycle Models	3
3	Requirements Analysis and Specification	2
4	Software Design Fundamentals	3
5	Testing	2
6	Size and Cost Estimation of Software	2
7	Software Quality Assurance	2
8	Configuration Management of Software	2
9	Risk Management	2

10	Modern Approaches to Software Development	2
11	Agile Methods	2
12	Global Software Development	2
13	Project	5
Total Session		30

References:-

1. Applied Software Project Management: Andrew Stellman and Jennifer Greene
2. Mastering Software Project Management: Best Practices, Tools and Techniques: Murali K. Chemuturi and Thomas M. Cagley Jr.
3. Software Project Management For Dummies: Teresa Luckey and Joseph Phillips
4. Agile Project Management with Scrum: Ken Schwaber
5. Project Management the Agile Way: Making It Work in the Enterprise: John C. Goodpasture

BA-6X4
Semester: 3

L T P C
3 1 0 6

INFORMATION SECURITY AND RISK MANAGEMENT

Objectives:

To enhance the understanding of types of risks, types of controls available to counter them, cryptology, encryption theory and practice, legal, moral and ethical concerns in Risk Management

COURSE CONTENTS:

Sl. No.	Title	Sessions
1	Aspects of Security Information Age and Risks, Vulnerabilities, Causes and Effects, Communications Security Criteria, Requirement Specification, System Design, Physical Security, Organizational Integrity	4
2	Risk Management Grade of Risk, Level of Threat, Constraints, Balancing Risks and Countermeasures Standards	3
3	Encryption Principles	4
4	Keys and Key management	4
5	Technical Controls Access Control, File Protection, Virus Protection, Operating Systems, Databases and DBMSs, Security Protocols, Identification and Authentication, Network Security, Email Security, Intrusion Detection, Audit Trails and Audit Reduction	6
6	Application Specific Risks Real-Time Control Systems, Legal and Contract Data, Intellectual Property, Personal Data, Banking and Financial Transactions, National Security	4
7	Project	5
Total Session		30

References:-

1. Management of Information Security: Michael E. Whitman and Herbert J. Mattord

2. Principles of Information Security: Michael E. Whitman and Herbert J. Mattord
3. The Security Risk Assessment Handbook: A Complete Guide for Performing Security Risk Assessments: Douglas J. Landoll
4. Information Security Risk Analysis: Thomas R. Peltier

BA-6X5
Semester: 4

L T P C
3 1 0 8

DATA MINING

Objectives:

The course aims to provide

- Concepts and theories of data mining.
- Data mining tasks and their utilization in few sectors like banking, healthcare etc.,
- Understanding of mining complex data such as text, web, and multimedia data.
- Provides hands on experience on SAS data mining tool “SAS Enterprise Miner”.

COURSE CONTENTS:

Sl. No.	Title	Sessions
1	Introduction:	2
2	Data Pre-processing: Data Difficulties – Data organization – errors – outliers – Missing Values – Sampling – Dimension reduction.	3
3	Classification:	3
4	Clustering:	3
5	Association Rules:	3
6	Time Series Forecasting:	3
7	Text Mining:	2
8	Web Mining:	1
9	Multimedia Data Mining:	1
10	Introduction to SAS Enterprise Miner: Tools available in Enterprise Miner - exploring the workspace components - setting up projects and diagrams - conducting initial data exploration.	3
11	Current Trends	1
12	Project	5
Total Session		30

References:-

1. Data Mining concepts: Jiawei, Han / Kamber. Morgan Kaufmann – 02nd edition - Elsevier
2. Data Mining techniques: Pujari, AK. University Press - 2005
3. Principles of Data mining: Hand, David. Prentice Hall, India - 2004
4. Data Mining concepts & Techniques: JIAWEI Han, Morgan Kaufmann – 2001

DECISION SUPPORT SYSTEMS

Objectives:

The basic objective of this course is to provide with an understanding of the key technical and managerial issues in the effective development and use of decision support systems in organizations. While highly effective decision support systems using traditional approaches and tools will be discussed, the focus of this course will be advanced techniques and tools to support decision making process.

COURSE CONTENTS:

Sl. No.	Title	Sessions
1	Managerial Decision Making and Information Systems.	2
2	Decision Support Systems DSS Architecture, Decision Modelling and Analysis, Decision Support Developments, Executive Information Systems, Data Warehousing, Access, Analysis, Mining and Visualisation	5
3	Group Decision Support Systems Goals, Group versus Individual Activities, Types, Negotiation Support Systems	4
4	Intelligent Decision Support Systems Knowledge-based DSS, Knowledge Acquisition and Validation, Knowledge Representation, Inference Techniques	4
5	Decision Making Under Uncertainty	4
6	Advanced Techniques Neural Network Fundamentals, Neural Network Architecture, Simple Neural Network Applications, Genetic Algorithm, Fuzzy Logic, Fuzzy Sets in Decision Making, Intelligent Software Agents and Creativity, System Integration and Future of DSS.	6
7	Project	5
Total Session		30

References:-

1. Decision Support and Business Intelligence Systems: Efraim Turban, Ramesh Sharda and DursunDelen
2. Decision Support Systems for Business Intelligence: Vicki Lynn Sauter
3. Decision Support Systems: George M. Marakas
4. Decision Management Systems: A Practical Guide to Using Business Rules and Predictive Analytics: James Taylor
5. Decision Support Systems and Intelligent Systems: Efraim Turban, Jay E. Aronson and Ting-Peng Liang

E-BUSINESS

Objectives: This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. e-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from “real” business settings.

COURSE CONTENTS:

Serial No.	Title	Sessions
1	Introduction, Background and Current Status	1
2	e-Business Architecture	2
3	Enabling Technologies	2
4	e-Business Infrastructure	2
5	e-Business Models	3
6	e-Business Design, Capacity Planning, Performance Modelling	1
7	e-Marketing, e-CRM	4
8	e-Business Security/Payment Services	3
9	Knowledge Management	2
10	e-SCM, e-Procurement	1
11	e-Business Strategy into Action, Challenges, e-Transition and Summary	3
12	ERP, e-Business Backbone	3
13	Business Plan Presentation and Demonstration “Materialising e-Business: From Idea to Realisation”.	1
14	Project	2
Total Session		30

References:-

1. Web Enabled Commercial Application Development: Ivan Bayross
2. E-commerce: Bhusry, Mamta
3. Electronic commerce: Loshin, Pete & Vacca, John
4. Electronic commerce : online ordering & digital money: Loshin, Pete & Murphy, Paul
5. E-business: Gupta, V. P.
6. E-commerce : strategy, technologies and applications: Whiteley, David