

Course Code: BA 552

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

Unit 1: Principles and Objectives of communication:

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

Unit 2: Oral/Verbal communication:

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

Unit 3: Non-verbal communication:

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

Unit 4: Written communication:

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

Unit 5: Other types of communication:

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

Unit 6: Negotiation Styles

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

Bargaining Tactics for Distributive, Integrative and Mixed Motive Strategies

Unit 7 : Sources of Power in Negotiations

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

Text Books:

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

Course Code: BA 553
Name of the Course: FINANCIAL ACCOUNTING
(L 3-T 0-P 0 - CH 3 – CR 3)

Unit 1: Conceptual basis of Accounting

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

Unit 2: Basic Accounting

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

Unit 3: Cash Book and Bank Reconciliation statements

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

Unit 4: Trial Balance

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

Unit 5: Final Accounts

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

Unit 6: Accounting Standards and emerging concepts in Accounting

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

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

Text Books:

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

Course Code: BA 554

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

Unit 1: Computer Fundamentals

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

Unit 2: Networking and Basics of Ecommerce

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

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

Unit 3: Handling Packages

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

Handling Web Designing Packages like Microsoft FrontPage.

Unit 4: Database Concepts

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

Practical:

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

Text Books:

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

References:

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

Course Code: BA 556
Name of the Course: QUANTITATIVE TECHNIQUES
(L 3-T 0-P 0 - CH 3 - CR 3)

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

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

Unit 3: Measures of Central Tendency – Mathematical Averages – AM, GM, HM, Positional Averages – Mean, Median, Mode; Measures of Dispersion – Range, Standard Deviation, Variance, Coefficient of Variation, Measures of Shape – Skewness, Kurtosis; Measures of Association – Correlation, Karl Pearson’s Coefficient of Correlation, Spearman’s Rank Order Correlation, Analysis of Variance.

Unit 4: Fundamentals of Probability - Concepts, basic rules of probability and algebra of events, Probability distributions and its applications in business.

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

Text Books:

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

References:

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

Course Code: BA 581
Name of the Course: RESEARCH METHODS IN BUSINESS
(L 3-T 0-P 0 - CH 3 – CR 3)

UNIT 1: Introduction to Research

Introduction to Research and Statistics: Role of Research in Business, Value of information, Cost of information, Ethics in Research.
Research Process, Decision to undertake research, Introduction to Research Design, Types of research.

UNIT 2: Sources of Data

Sources of Data, Sources of Secondary data in India, How to evaluate sources of secondary data.
Scales of Measurement, Validity and reliability

UNIT 3: Methods of primary data collection

Observation: Different types of observation, Criteria of selection of an ideal method in different situations, Self Reported Data.
Qualitative Research Methods: Focus group, behaviour mapping, consumer journey, Delphi study, extreme users' interview
Quantitative Research Methods: Various types of Interviews: Mail Interview, Person to Person Interviews, Telephonic Interviews.
Data collection using electronic interface like the Internet.
Pilot survey and how to conduct one

UNIT 4: Questionnaire

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

UNIT 5: Sampling

Population defined, Sampling Frame, Sampling Vs. Census, Steps in selecting a sample.
Various types of Sampling Methods –
Probabilistic: Simple Random Sampling Stratified Random Sampling, Cluster Sampling.
Non Probabilistic: Convenience Sampling, Judgment Sampling and Quota Sampling. Dangers of using Non Probabilistic Sampling procedures.
Sample Size determination.
Concepts of errors in research – Sampling and Non sampling errors and measures to reduce errors.

UNIT 6: Data Analysis and Reporting

Introduction to Data Analysis, Introduction to SPSS package.

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

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

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

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

Introduction to Multivariate Data Analysis Techniques

Research Report Writing: The format, Bibliography.

Text Book:

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

Reference:

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

Course Code: BA 585

(Core Course)

Name of the Course: Integrated Business Applications

(L 3-T 0-P 1 - CH 5 – CR 4)

Unit 1: Conceptual Foundation

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

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

Unit 2: Information and System Concepts

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

System concepts: Types of Systems, Subsystems.

Unit 3: Information System Requirements

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

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

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

Unit 5: ERP Implementation Life Cycle

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

Unit 6: ERP Basic Modules


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

Practical:

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

Textbooks:

1. Davis, G. B. & Olson, M. H. Management Information System, Tata McGraw Hill, New Delhi, 2011.


Controller of Examinations
Tezpur University
Tezpur, Assam

2. Jawadekar, W.S. Management Information System: Text and Cases (Third Edition), Tata McGraw Hill, New Delhi, 2008.
3. Leon, A. ERP Demystified, Tata McGraw Hill, New Delhi, 2008

Reference Books:

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

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

Unit 1: Introduction to Human resource management

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

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

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

Concept, laying down of HRP, Process of HRP, Succession Planning
Job analysis: Job description & Job specification, Job Evaluation,
Recruitment: concept and approaches, Selection: concept and selection methods.

Unit 3: Learning and Development

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

Unit 4: Performance Appraisal and Compensation

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

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

Unit 5: Industrial relations

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

Unit 6: International human resource management

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

Text Books:

1. Dessler Gary, Varkkey Biju, Human Resource Management, 14th Edition, Pearson, 2017

Gilmore Sarah, William Steve, Human Resource Management, Second Edition, Oxford University Press, 2016

Course Code: BA 635

Name of the Course: STRATEGIC MANAGEMENT

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

UNIT 1: Business Policy & Strategy Implementation

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

UNIT 2: Emerging Industry Verticals

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

UNIT 3: Macro Environment Analysis

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

UNIT 4: Industry Environment Analysis

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

UNIT 5: Structure, Value & Ideologies

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

UNIT 6: Generic Business Strategy

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

Assignments on Industry Best Practices & Foreign Direct Investment.

Text Books:

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

Course Code: BA 636
Name of the Course: OPERATIONS RESEARCH
(L 3-T 0-P 0 - CH 3 - CR 3)

Unit 1:

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

Unit 2:

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

Unit 3:

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

Unit 4:

Queuing Theory, Basic model and characteristics, Solution and applications

Unit 5:

Replacement and Maintenance models, Theory and applications

Unit 6:

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

Text Books:

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

References:

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

Course Code: BA 645

Name of the Course: ENTREPRENEURSHIP DEVELOPMENT

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

Unit 1: Fundamentals of Entrepreneurship

A) Entrepreneur - Specialties as an agent of change, Typology of entrepreneurship, Factors affecting entrepreneurial environment - socio-economic, cultural, political, environmental, and legal.

B) Entrepreneurial motivation - Achievement motivation training, self rating, Business games, Thematic Apperception Test - Stress management. The silver lining of entrepreneurial growth - Innovations. Steps in being innovative.

C) Institutions for entrepreneurial growth - Entrepreneurship Development Programmes, District Industrial Centre (D.I.C.) Entrepreneurship Development Institute of India (E.D.I.I), Indian Institute of Entrepreneurship, National Entrepreneurship Development Board (N.E.D.B.), and Entrepreneurial Incubation centres. Role of financial organizations in entrepreneurial growth. Recent government policies for entrepreneurial growth in India.

Unit 2: Understanding Small Business

A) SME, MSME, Cottage industry, Village industry, Concept of industrial estate, rural industrial estate. Special economic zones, growth centres and related matters.

B) Globalisation and changing dynamics of small business. Look east policy and the advantages for the NER states.

C) Viable small business in the NER.

D) Organizational hierarchy of the Ministry of Industry at central and state levels. Department of industries at the state level for promotion of small business, Small Industries Service Institutes (SISIs), Small Industries Development Bank of India (SIDBI), National Bank for Agriculture and Rural Development (NABARD), National Small Industries Corporation (NSIC) Problems of small scale and other related industries.

Unit 3: Setting up a business unit

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

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

Unit 4: Continuing successful business

A) Fundamentals of Project report formulation

B) Project appraisal procedures.

C) Post project monitoring.

Text books:

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

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

References:

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

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

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

Course Code: BA 646

Name of the Course: INTERNATIONAL BUSINESS AND INTERNATIONAL FINANCE

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

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

Unit 1: Background of International Business

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

Unit 2: Fundamentals of International Business

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

Unit3: International Economic Environment

Regional Integration and Trade Blocks; Types of Integration; European Union; Regional Groupings; Integration of Developing Countries – SAARC, SAPTA.

International Commodity Agreements; Quota Agreements; Cartels ; Bilateral & Multi Lateral Contracts.

Unit 4: Managing Multi National Corporations

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

Unit 5: Management of International Business

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

Unit 6: Trade policies and regulations in India

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

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

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

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

Texts Books:

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

References:

1. Yadav, P. K. and Misra, S. International Business: Text And Cases, Prentice Hall India , 2008.
2. Subba Rao, P. International Business- Text & Cases, Himalaya Publishing House, 2008.
3. Helen, D. International Management: Managing Across Borders And Cultures, PHI, 4th Ed.5

Course Code: BA 649
Name of the Course: BUSINESS ANALYTICS
(L 2 - T 0 - P 1 - CH 4 - CR 3)

Unit 1: Overview of Business Analytics

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

Unit 2: Data Management

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

Unit 3: Data Visualization

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

Unit 4: Predictive Analytics

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

Unit 5: Prescriptive Analytics

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

Unit 6: Stochastic Models

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

Text Books:

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

References:

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

Course Code: BA 650

Name of the Course: KNOWLEDGE MANAGEMENT

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

Unit 1: The Origins of Knowledge

Conversion from Data to Information to Knowledge, Attributes and Expressions of Knowledge, Knowledge Classification, Tacit and Explicit Knowledge, Knowledge Conversion.

Unit 2: Knowledge Management and its Necessity

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

Unit 3: Knowledge Management: Tools and Technology

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

Unit 4: Implementing Knowledge Management

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

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

Practical:

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

Textbooks:

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

Reference Books:

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

Course Code: BA 651
Name of the Course: PROJECT MANAGEMENT
(L 3 - T 0 - P 0 - CH 3 - CR 3)

Unit 1:

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

Unit 2:

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

Unit 3:

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

Unit 4:

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

Unit 5:

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

Unit 6:

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

Text Books:

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

References:

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

Course Code: BA 655
Name of the Course: SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT
(L 3-T 0-P 0 - CH 3 - CR 3)

Unit 1:

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

Unit 2:

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

Unit3:

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

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

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

Swaps

Equity Valuations - Valuation Models

Unit 4:

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

Efficient Market Hypothesis - Random Walk, Efficient Markets

Unit 5:

Portfolio Management Framework, Equity Investment Strategies, Virtual Investment Game

Unit 6:

Term paper on Equity Research

Text Books:

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

Publishing Company Ltd.: New Delhi, 2012.

2. Fisher & Jordan. Security Analysis & Portfolio Management. Prentice Hall of

India Pvt. Ltd.: New Delhi, 2012.

References:

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

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

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

Course Code: BA 656
Name of the Course: ADVANCED FINANCIAL MANAGEMENT
(L 3-T 0-P 0 - CH 3 – CR 3)

Unit 1: Merchant Banking activities

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

Unit 2: Raising long term funds

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

Unit 3: Leasing vs Hire purchase decisions

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

Unit 4: Performance management

Value based management, EVA, Balanced scorecard;

Unit 5: Mergers and Acquisitions

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

Unit 6: Insurance

Term paper on any aspect of the insurance sector

Text Book:

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

References:

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

Course Code: BA 657
Name of the Course: TAXATION
(L 3-T 0-P 0 - CH 3 - CR 3)

Unit 1:

Tax Structure in India, Principles of Taxation

Unit 2:

Direct Taxes - Computation of Income Tax under Salaries, House Property, Other sources

Unit 3:

Computation of Income Tax under Capital Gains, Business and Profession

Unit 4:

Set- off and Carry forward of losses, Clubbing of Income, Filing of Return, Advance Tax, Assessment

Unit 5:

Assessment of Companies

Unit 6:

Goods and Service Tax.

Text Books:

1. Singhanian Vinod K. Direct Taxes, Taxmann Publication, New Delhi, Latest edition
2. Datey: Taxman's Indirect Taxes Law and Practice, Taxmann Publication, New Delhi, Latest edition
3. Tyagi B P : Public Finance, Jai Prakash Nath & Company, Meerut, 2015

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

Unit 1:

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

Unit 2:

Hedging Strategies using futures, Interest Rates

Unit 3:

Determination of Forwards & Future Prices, Interest Rate Futures

Unit 4:

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

Unit 5:

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

Unit 6:

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

Text Books:

- 1.Hall, John C and Basu, Sankarshan. Options, Futurs & Other Derivatives. Pearson Education: Delhi, 2010.
- 2.Marshall, John F. and Vipul K. Bansal. Financial Engineering, Miami: Kolb Publishing Co., 1993.

References:

- 1.Wilmott, Paul. Derivatives: The Theory and Practice of Financial Engineering. Wiley: New York, 1999.
- 2.Neftci, Salih N. Principles of Financial Engineering. Amsterdam: Elsevier, 2004.
- 3.Mason, Scott, Robert Merton, André Perold and Peter Tufano. Cases in Financial Engineering: Applied Studies of Financial Innovation. Englewood Cliffs: Prentice - Hall, 1995.
- 4.Smithson, Charles W. Managing Financial Risk: A Guide to Derivative Products, Financial Engineering, and Value Maximization. McGraw Hill: New York, 1998.

AREA-2: HUMAN RESOURCE MANAGEMENT

Course Code: BA 664

Name of the Course: HUMAN RESOURCE DEVELOPMENT

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

Unit 1: Introduction to HRD

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

Unit 2: Identifying training needs: the tools used

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

Unit 3: Specifying training needs

- 3.1 Introduction
- 3.2 Investigating performance gaps

Unit 4: Translating training needs into action

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

Unit 5: Training specification and evaluation

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

Unit 6: Current trends of HRD

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

Text Book:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Unit 7: The Weekly Holidays Act, 1942

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

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

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

Unit 9: The Plantation Labour Act, 1951

Definitions & object , Registration of plantations, Appeals against orders of registering officer, Duties and powers of Chief inspector and inspectors
Medical facilities, welfare

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

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

Text Books:

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

References:

1. Singh.B.D.: Labour Laws for Managers, Excel Books, 2010
2. Padhi: Labour and Industrial Laws, PHI , New Delhi, 2017

Course Code: BA 666

Name of the Course: INDUSTRIAL RELATIONS

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

Unit 1: Industrial Labour in India

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

Unit 2: Conceptualizing Industrial Relations

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

Unit 3: Trade Unionism

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

Unit 4: Industrial Dispute

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

Unit 5: Collective Bargaining

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

Unit 6: Workers Participation in Management (WPM)

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

Text Books:

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

References:

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

Course Code: BA 667

Name of the Course: SOCIAL AND INDUSTRIAL PSYCHOLOGY

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

Part 1: Social Psychology

Unit 1: Introduction to Social Psychology

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

Unit 2: Understanding others I

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

Unit 3: Understanding others II

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

Part II: Industrial Psychology

Unit 1: Introduction to Industrial Psychology

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

Unit 2: Work place and psychology

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

Unit 3: Work stress and psychological well-being

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

Text Books:

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

References:

1. Schultz, D. and Schultz, S.E.: Psychology and Work Today, Pearson Education Inc, New Delhi, 2011

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

Course Code: BA 668

Name of the Course: TALENT ACQUISITION AND MANAGEMENT

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

Unit 1: Talent Acquisition:

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

Unit 2: Introduction to Talent Management:

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

Unit 3: Building Blocks for Talent Management:

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

Unit 4: Talent Management System:

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

Unit 5: Life Cycle of Talent Management:

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

Unit 6: Approaches to Talent Management:

- 6.1 Talent Management Approaches- Coaching, mentoring, Training, education, learning, high stretch roles.
- 6.2 Compensation and reward strategies for Effective Talent Management: effective compensation, Strategic Compensation plan for

Talent Engagement pay for performance, ESOP, long term incentives to retain top talent

6.3 Mapping Business Strategies and Talent Management Strategies,

6.4 CEO Talent Management

6.5 Challenges of Talent Management

Unit 7: Talent Planning:

7.1 Introduction to Talent Planning,

7.2 Objectives of Talent Planning,

7.3 Steps in Strategic Talent Planning,

7.4 Succession Planning Program,

7.5 Innovative talent planning,

7.6 Current Industry Practices for Strategic Talent Planning

Unit 8: Talent Engagement and Retention:

8.1 Introduction,

8.2 Concept of Talent Engagement,

8.3 Retention,

8.4 Employee Engagement Strategies and Retention,

8.5. On-boarding

8.6 Role of Human Resource Management Department in Talent Acquisition and Management

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

9.1 Introduction,

9.2 Role of Information Technology in Talent Management Systems,

9.3 Talent Management Information System,

9.4 Creating Business Value through Information Technology,

9.5 Five Steps to a Talent Management Information Strategy,

9.6 HR Analytics for TM Processes,

Reference Books

1. Berger, D. (2011). The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People. McGraw-Hill Education; 2nd edition
2. Conaty, B. & Charan, R. (2010). The Talent Masters: Why Smart Leaders Put People Before Number, Crown Business.
3. Sims, D.& Gay, M. (2007). Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning. Authorhouse; 1st edition
4. Goldsmith, M. & Carter, L. (2009) Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent. Pfeiffer; 1st edition.
5. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge; 1 edition.

6. Cheese, P., Thomas, R. & Craig, E. (2007) The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance. Kogan Page; Reprint edition.
Peter Cappelli (2008) Talent on Demand

Course Code: BA 669

Name of the Course: COMPENSATION AND BENEFITS

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

Unit 1: Compensation

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

Unit 2: Wages

- 2.1 Meaning of Wages under different acts (Indian)

Unit 3: Compensation determination

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

Unit 4: Benefits and Services:

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

Unit 5: Rewards & Recognition:

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

Unit 6: Strategic Compensation planning

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

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

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

Unit 8: International compensation management.

8.1 Comparison of payment in different countries

8.2 Different payment methods

Text Books:

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

References:

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

Course Code: BA 670

Name of the Course: ORGANIZATION EFFECTIVENESS AND CHANGE

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

Unit 1: Introduction to Organizational Effectiveness

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

Unit 2: Introduction to Organizational Change

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

Unit 3: The Change process

- 3.1 Lewin's Perspective and other models

Unit 4: Managing change

- 4.1 Various Change Management models, The change process

Unit 5: Organization Development

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

Unit 6: Different OD interventions for organizational effectiveness

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

Text Books:

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

References:

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

Course Code: BA 671

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

Unit 1: Introduction

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

Unit 2: Critical Issues

Multiculturalism and Cross culture issues and its management.

Unit 3: International Human Resource Management Practices - I

Recruitment and selection, Training and development

Unit 4: International Human Resource Management Practices - II

Compensation- Compensation Components (Monetary and Non-monetary)

Unit 5: Key issues in International Industrial Relations

Trade unions, Participatory Management, Legislation and the international workforce

Unit 6: Repatriation

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

Text Books:

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

References:

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

Course Code: BA 673

Name of the Course: Understanding Consumers

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

Unit 1:

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

Unit 2:

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

Unit 3:

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

Unit 4:

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

Unit 5:

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

Unit 6:

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

Text Books:

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

References:

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

Course Code: BA 674

Name of the Course: SERVICES MARKETING

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

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

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

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

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

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

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

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

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

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

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

Distribution Channel for Services

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

Unique customer behaviours for service.

Moments of Truth,

Customers' roles in service delivery. Customer as the competitor

Managing Demand with capacity

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

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

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

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

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

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

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

Course Code:677

Name of the course: INTEGRATED MARKETING COMMUNICATIONS

(L 2-T 0-P 1 – CH 4 – CR 3)

UNIT ONE: INTRODUCTION TO IMC

IMC: Meaning, role, functions and objectives.

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

The IMC planning process

UNIT TWO: COMMUNICATION PROCESS

Analysing the communication process

Source, Message, and Channel factors

UNIT THREE: DEVELOPING THE IMC PROGRAMME

Establishing objectives

Creative Strategy: planning and implementation

Media planning and strategy

UNIT FOUR: MEDIA PLANNING AND STRATEGY

Evaluation of print and broadcast media; Other media

Direct marketing and sales promotion

The internet and interactive media

UNIT FIVE: MONITORING, EVALUATION AND CONTROL

Measuring the effectiveness of the IMC programme

UNIT SIX: IMC AND BRANDING

Branding: Basic concepts

The brand building process

Role of IMC in branding

Text Book:

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

Course Code: BA 678

Name of the Course: Contemporary Retailing

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

Unit 1: Introduction to Retail

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

Unit 2: Retail strategy

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

Unit 3: Contemporary Retailing

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

Unit 4: Retail Management Process and technology

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

Unit 5: Retail location and layout strategy

Decision making while choosing location, Demand estimation and methods, Objectives of layout and design, Importance of Layout, Steps for Preparing a Layout, Required Considerations in a Layout

Unit 6: Retail Buying Strategy and relationship marketing

Buying objectives, Organizational purchase, Models of buying behaviour, buyer and their responsibilities ; Creating Repeat Customers, Winning Customers and Loyalty, Behaviour of Shoppers, store Security.

Unit 8: Introductory analytics

Explore different types of analytics and why they are important for business, AI and the future of retail, Application of analytics by looking at some challenges for businesses.

Unit 9: Redesigning of distribution strategies , Marketing Channel: Functions and flows of marketing intermediaries, Types of channel members, Customer service standards, Vertical Marketing Structure, Physical Distribution: Integrated logistics and customer service standards, Transportation decisions, Warehousing decisions, Order processing, inventory decisions.

Text Books:

1. Bajaj, C.; Tuli, R.; and Srivastava, N.: Retail Management. Oxford University Press
2. Sinha, Piyush Kr and Uniyal ,Dwarika P : Managing Retailing, Oxford University Press

Course Code: BA 679

Name of the Course: RELATIONSHIP MARKETING AND SALESMANSHIP

(L 3 - T 0 - P 1 - CH 3 - CR 3)

Relationship Marketing

Relationship Marketing explained: Definition of relationship marketing, Evolution of relationship marketing. Goals of Relationship Marketing, Cost and benefit of relationship marketing.

Relationship Marketing as a component of CRM: Philosophy of Customer Relationship Management, Relationship marketing in various fields of Marketing: Services, Distribution Channel, Consumer Market, Mass Market, Key Account Management, Direct marketing.

Strategies for Customer Bonding: Categories of customer bonding, Relationship marketing ladder; Levels of customer bonding- Brand Equity/Value bond, Attitudinal bond, Financial bond, Social bond, Customisation (Personal) bond, Structural bond.

Retention Tactics: Volume and Frequency Reward, Bundling and Cross Selling, Stable Pricing, Continuous and Personal Relationship, Creating Social Bonds among Customers, Customer Intimacy, Mass Customisation, Anticipation/Innovation, Shared Process and Equipment, Joint Investment, Integrated Information System.

Life Time Value (LTV) of Customer: Definitions, Calculation of LTV: concept of attrition curve, LTV horizon, Average invoice, Spending rate, Referral rate, Direct cost, acquisition cost, Relationship cost, Referral reward, Discount rate. Assumptions related to LTV calculations, criticism of LTV calculation.

Relationship Marketing tools: Customer Database, Data mining, Using RM in strategic customer segmentation- Recency, Frequency and Monetary value (RFM) model.

RM and Technology: Use of Information and other technologies for Customisation, Communications, Interaction and Positioning, Customer Measurement, Customer Care and in other aspects of RM

Salesmanship (apart from few introductory classes the students are to be exposed to real life selling environment. Evaluation will be through Mock Selling activities)

Introduction to selling and salesmanship: Roughts and tumbles of the Salesman, Essential qualities of a salesman.

The Selling Process: Identification, Preparation, Presentation, Objection Handling, Negotiation, Closing, and Building Relationship.

Text Books:

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

Godson, Mark (2009). Relationship Marketing, Oxford.

Gordon, Ian (1998) Relationship Marketing: New Strategies, Techniques and Technologies, John Wiley and Sons Canada, Ltd: Ontario

Zeithaml, Valarie A; Bitner, Mary Jo; Gremler, Dwayne D. ; Pandit, Ajay (2018). Services Marketing, Tat McGraw Hill: New Delhi

Readings:

Sarma, M. K. (n.d.) Relationship Marketing: An Exploratory Discussion.
Available at

<http://www.tezu.ernet.in/dba/new/faculty/mrinmoy/RelationshipMarketing.pdf>

Kumar, V. (2007). Customer lifetime value — The path to profitability, Foundations and Trends in Marketing, 2(2) DOI: 10.1561/1700000004

Course Code: BA 682
Name of the Course: MATERIAL MANAGEMENT & INVENTORY CONTROL
(L3- T0- P0- CH3- CR3)

Unit 1:

Fundamentals of Materials Management; Material cycle; Forecasting; Production Planning and Materials Requirements

Unit 2:

Materials Procurement; Tendering; Types of Tenders

Unit 3:

Storage and warehousing concepts, Receipt, Warehouse type, Layout, issue of materials and updation of records; Manpower and equipment;

Unit 4:

Material Classification, Need and usage of classification, Single-dimensional classification, Multi-dimensional classifications; Materials Codification, Usage of codification, Codification types;

Unit 5:

Inventory Systems for different demand situations, deterministic models; Economic Order Quantity (EOQ) under different situations of pricing, demand and delivery;

Unit 6:

MRP and MRP-II - technical requirements, Software usage in Inventory management; Contemporary scenario.

Textbooks:

1. Arnold, Chapman: Introduction to Materials Management: Pearson, 6th edition, 2009
2. Gopalkrishnan and Sundarsan: Material Management: An Integrated Approach, Prentice Hall of India Private Limited, New Delhi, 2003

References

1. K. Dutta: Materials Management: Procedures, Text and Cases, Prentice Hall of India Private Limited, New Delhi, 2nd edition, 2004

Course Code: BA 683
Name of the Course: QUALITY MANAGEMENT
(L3- T0- P0- CH3- CR3)

Unit 1:

Quality Management Basic Concepts; Quality Gurus; Quality Policy and Objectives;

Unit 2:

Total Quality Management approaches; Organization for Quality; Operations Planning for Quality;

Unit 3:

Quality Assurance; Management tools and Statistical tools for Quality Management; Statistical Quality Control; Statistical Process Control

Unit 4:

Quality Standards and Certification; Quality Audits; Quality Awards; ISO-9000 certification; Six Sigma Systems

Unit 5:

Economics of Quality; Cost of Quality; Cost Benefit analysis of Quality related expenses

Unit 6:

Quality standards for Indian Industry; Contemporary Concepts

Textbooks:

1. Bedi, K; Quality Management; Oxford University Press, 2006
2. Feigenbaum : Total Quality Control; McGraw Hill, 4th edition, 2005

References:

1. Chowdhury : Design for Six Sigma; Dearborn Trade Publishing, Chicago, 2005
2. Ledolter, Burril : Statistical Quality Control: Strategies and Tools for Continual Improvement; Wiley, 1999
3. Juran & Gyrna : Quality Planning & Analysis; McGraw Hill, 3rd edition, 1993
4. Crosby: Quality is Free; Tata McGraw Hill, 1980
5. Crosby: Quality is still Free - Making Quality Certain in Uncertain Times; McGraw Hill, 1999

Course Code: BA 684

**Name of the Course: LOGISTICS AND TRANSPORTATION MANAGEMENT
(L3- T0- P0- CH3- CR3)**

Unit 1:

Introduction to Logistics; Role of Logistics in Supply Chain; Reverse logistics; Integrated logistics; Integration with other functional areas;

Unit 2:

Transportation and transporters; Types of Transportation; Transportation inside and outside work area; PL Structure

Unit 3:

Logistics Infrastructure- Ports, Hubs, Crossdocks, Warehouses; Port Operations; Containerization

Unit 4:

Transportation Scheduling and Routing, Vehicle and fleet scheduling, Route Optimization; Fleet Planning; Manpower scheduling

Unit 5:

INCOTERMs; Import Export Formalities; Custom Formalities and documentation

Unit 6:

Transportation and Logistics Management Systems, SAAS Enabled Logistics

Unit 7:

Contemporary Trends in Logistics

Textbooks:

1. Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno; Introduction to Logistics Systems Management; Wiley Series; 2017
2. Sunil Chopra, Peter Meindl, D.V. Kalra: Supply Chain Management- Strategy, Planning and Operation, Pearson Education, Delhi, 2012

Reference Books:

1. Martin Christopher; Logistics and Supply Chain Management; FT Publishing, 2016
2. Edmund J. Gubbins; Managing Transport Operations; Kogan Page, London; 3rd Edition, 2003

Course Code: BA 685

Name of the Course: PROCESS CERTIFICATION

(L3- T0- P0- CH3- CR3)

Pre-requisite course: Quality Management (BA 683)

Unit 1:

Revisit of Quality Standards and Certification; Quality Audits; Quality Awards;

Unit 2:

Precertification preparations; Manpower training; Documentations;

Unit 3:

Statistical preparations; Technical preparations; Housekeeping aspects;

Unit 4:

Certification for different Sectors, and geographical regions, Manufacturing, Services, Software industries, Health sector; Certification formalities; Certifying agencies and bodies;

Unit 5:

Stages of certification; Internal and External audits; ISO-certification; Six-Sigma Systems; OHSAS certification

Unit 6:

Economics of Quality certification; Implicit and Explicit Cost/Benefit Analysis

Textbook:

1. Eldon H. Christensen, Kathleen M. Coombes-Betz, and Marilyn S.; The Certified Quality Process Analyst Handbook; American Society for Quality, Quality Press; 2007

References:

1. David Hoyle; ISO 9000 Quality Systems Handbook - updated for the ISO 9001:2008 standard; Elsevier; 2009
2. Keith M. Gardner; Successfully Implementing Lean Six Sigma: The Lean Six Sigma Deployment Roadmap; Pinnacle Press; 2013