



DELHI TECHNOLOGICAL UNIVERSITY

**Minutes of
24th meeting
Academic Council**

held on 29.07.2020

Shahbad Daulatpur, Bawana Road, Delhi-110042

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DELHI TECHNOLOGICAL UNIVERSITY

Established under Govt. of Delhi Act 6 of 2009

(Formerly Delhi College of Engineering)

BAWANA ROAD, SHAHBAD DAULATPUR, DELHI-110042

No. F.DTU/Org/AC/Meeting/01(1)/10/Vol-XI/5/3-29

Dated : 31/07/2020

Minutes of the 24th meeting of the Academic Council held online on 29.07.2020 at 11:30 a.m. using Google Meet due to lockdown declared by the Government to avoid spread of COVID-19.

The following members were present:

1. Prof. Yogesh Singh, Vice Chancellor, Delhi Technological University.
2. Prof. Bhim Singh, Indian Institute of Technology, Delhi (nominee of All India Council for Technical Education)
3. Prof. Surendra S. Yadav, Professor of Management, Indian Institute of Technology, Delhi
4. Prof. S.G. Deshmukh, Professor, Indian Institute of Technology, Delhi (nominee of University Grants Commission)
5. Prof. Tarun Kumar Das, Department of Mathematics, University of Delhi
6. Prof. Smriti Srivastava, Head-Division of ICE, Netaji Subhash University of Technology, Delhi.
7. Prof. R.S. Mishra, Dean (Outreach & Extension Activities)
8. Prof. Ashutosh Trivedi, Dean (Industrial Research Development)
9. Prof. Samsher, Dean (Continuing Education) & Registrar, DTU
10. Prof. Vishal Verma, Dean (International Affairs)
11. Prof. S.C. Sharma, Dean Academic (PG)
12. Prof. Madhusudan Singh, Dean Academic (UG)
13. Prof. S. Indu, Dean (Student Welfare)
14. Prof. Narendra Kumar (II), Dean (Student Discipline) & Chief Warden
15. Prof. Rajesh Rohilla, Dean (Alumni Affairs)
16. Prof. S.K. Singh, Head, Environmental Engineering Department
17. Prof. Nirendra Dev, Head, Civil Engineering Department
18. Prof. Vipin, Head, Mechanical Engineering Department
19. Prof. Rinku Sharma, Head, Applied Physics Department
20. Prof. Uma Nangia, Head, Electrical Engineering Department
21. Prof. Sangita Kansal, Head, Applied Mathematics Department
22. Prof. Kapil Sharma, Head, Department of Information Technology
23. Prof. R.C. Sharma, Head, University School of Management Education
24. Prof. Rajni Jindal, Head, Computer Science & Engineering Department
25. Prof. S.G. Warkar, Head, Applied Chemistry Department
26. Prof. N. S. Raghava, Head, Electronics & Communication Department
27. Dr. Nand Kumar, Head, Department of Humanities
28. Prof. Jai Gopal Sharma, Head, Department of Bio-Technology

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29. Prof.Ranganath.M. S., Head, Department of Design
30. Prof.Rajan Yadav, Head, Delhi School of Management
31. Prof. Naveen Kumar, Mechanical Engineering Department
32. Prof.P.V. Ramkumar, In-charge, B.Tech (Evening) Department
33. Prof. Narendra Kumar-I, Electrical Engineering Department
34. Sh. Neeraj Kumar Bhagat, Associate Professor, Electrical Engineering Department
35. Dr. M. Jayasimhadri, Assistant Professor, Applied Physics Department
36. Prof. Pradeep Kumar Suri, Acting Head, Delhi School Management

Following persons have also been invited to attend the meeting as special invitee:

1. Prof.Pragati Kumar, Chairman, B.Tech Admission Committee
2. Dr. Manoj Kumar Sharma, Chief Executive Officer, DTU-Innovation and Incubation Foundation
3. Dr. Rama Kant Shukla, Librarian
4. Sh. D.P. Dwivedi, Consultant, Finance & Planning
5. Prof.Rajeshwari Pandey, Associate Dean Academic (UG)
6. Prof. Amit Mookerjee, (Former HOD USME), Prof. IIM Lucknow
7. Dr.RishuChaujar, Associate Dean Academic (PG)
8. Dr.Ruchika Malhotra, Associate Dean, Industrial Research Development
9. Ms. Anu Agarwal, Student Representative

Sh. Lokesh Mehra, (nominee of Federation of Indian Chambers of Commerce & Industry); Sh. Kamal Pathak, Controller of Examinations; Prof. Rakesh Kumar, Professor, Civil Engineering Department could not attend the meeting due to their pre-occupation.

Agenda 24.1 : Opening Remarks by the Chairperson.

Hon'ble Vice Chancellor welcomed the members of Academic Council in its 24th meeting held on 29.07.2020 through online. He informed the members that DTU has been placed in 301 to 350 bracket by Times Higher Education ranking amongst the Asian Universities based on the data provided last year, wherein DTU was ranked at bracket of 1001+ amongst the universities of the world. The parameters for this ranking are primarily based on research/ citation/ teaching learning processes/international outlook.

He further, informed that in the recent survey published by India Today, DTU has been ranked at 5th position amongst the Technical Universities of India. The parameters of this ranking are primarily based on intake quality & governance/ academic and research excellence/ infrastructure and living experience/personality and leadership development/ career progression & placement/perception.

DTU has recently declared the "Excellence in Teaching" Award for academic year 2019-20 to encourage the faculty for better teaching learning process. This award has been given to two faculty members.

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY
5301 S. DICKINSON DRIVE
CHICAGO, ILL. 60637
TEL. (312) 937-1234

TO: THE DIRECTOR, NATIONAL BUREAU OF STANDARDS
433 RIVERSIDE DRIVE
WASHINGTON, D.C. 20535

FROM: DR. J. H. GOLDSTEIN
DEPARTMENT OF CHEMISTRY
UNIVERSITY OF CHICAGO
5301 S. DICKINSON DRIVE
CHICAGO, ILL. 60637

SUBJECT: Carbon-13 NMR Spectroscopy

RE: Request for information regarding the use of the NBS-60 spectrometer for the measurement of the chemical shift of carbon-13 in organic compounds.

Enclosed for your information are two copies of a report describing the use of the NBS-60 spectrometer for the measurement of the chemical shift of carbon-13 in organic compounds.

The report is entitled "Measurement of the Chemical Shift of Carbon-13 in Organic Compounds Using the NBS-60 Spectrometer". It describes the use of the NBS-60 spectrometer for the measurement of the chemical shift of carbon-13 in organic compounds. The report is divided into two parts. The first part describes the use of the NBS-60 spectrometer for the measurement of the chemical shift of carbon-13 in organic compounds. The second part describes the use of the NBS-60 spectrometer for the measurement of the chemical shift of carbon-13 in organic compounds.

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Two Master's Programs namely, M.Tech in Power Electronic & Systems and M.Tech in Artificial Intelligence have been approved by AICTE. He further informed that after a long persuasion, the water connection from Jal Board has been established in DTU and this will ensure uninterrupted good quality potable water.

Agenda 24.2 : Confirmation of the minutes of the 23rd meeting of Academic Council held on 15.05.2020.

The minutes of the 23rd meeting of the Academic Council held on 15.05.2020, were circulated among all the members vide no. F.DTU/ORG/AC/Meeting/01(1)/2010/Vol-X/1490 dated 18.05.2020. A copy of the minutes was placed in the agenda for reference.

No comments received from any of the members.

The Academic Council confirmed the minutes of its 23rd meeting held on 15.05.2020.

Agenda 24.3 : Action taken report on the decisions taken in the 23rd meeting of the Academic Council.

Action Taken Report on the decisions taken in the 23rd meeting of the Academic Council held on 15.15.2020 was placed before the Academic Council.

In respect of Agenda number 23.15 of the action taken report, it was informed that the introduction of summer semester in UG and PG programs and discontinuation of supplementary examinations for the students admitted from 2020-21 onwards with certain modalities as incorporated in the proposal shall be applicable to the students of 1st semester of 2019-20 batch also.

The Academic Council noted and took the action taken report on record.

Agenda 24.4 : To consider the recommendations of the Committee constituted to Frame the Guidelines for Assessment and Evaluation of Students of Intermediate Semesters.

Prof. Madhusudan Singh, Dean Academic (UG) presented the agenda and it was submitted to the Academic Council that the university successfully conducted End Term Examinations in online mode for the students of final semesters of all the programmes in May-June, 2020 and declared their semester and consolidated results.

Further, the university was about to conduct End Term Examinations in online mode for the students of Intermediate Semesters of all the programmes which were to commence from 18-07-2020. Subsequent to the recent announcement/directions by the Govt of NCT of Delhi, the university cancelled these exams vide notification no. DTU/Exam./2020/7699.

A committee was constituted by the competent authority of university vide notification no. DTU/Reg/OO/2019/289 dated 13-07-2020 to frame the guidelines for assessment and evaluation of intermediate semester students. The committee was also requested to consider the framework adopted by other institutions like IITs/NITs, guidelines of UGC and other best universities of the world.

In addition to the above, in view of the fact that pandemic COVID-19 may remain unabated in the coming months, the imparting of instructions and conducting examinations with physical presence of the students may not be possible, the committee was also requested to frame the guidelines for alternate mechanisms for evaluation of the students in the next semester (Odd Semester 2020-21).

The committee discussed and deliberated on the "UGC Guidelines on Examinations and Academic Calendar for the Universities in View of COVID-19 Pandemic and Subsequent Lockdown". The committee also consulted some of the other institutions like IITs/NITs for the frameworks/guidelines on assessment and evaluation of Semesters adopted by them.

The committee deliberated on the subject matter at length and keeping in view the "UGC Guidelines on Examinations and Academic Calendar for the Universities in view of COVID-19 Pandemic and Subsequent Lockdown" made the following recommendations unanimously:

A. Assessment of the students of Intermediate Semesters (Even Semester 2019-20):

1. The assessment of the students for End Term Examination(ETE) and Practical Examination(PRE)/Studio Examination(STE) to be composite of 50% marks on the basis of the internal evaluation/assessment and the remaining 50% marks on the basis of performance in the immediate previous semester (i.e. SGPA) only.
2. The assessment for students having re-registered courses to be done along with the assessment of regular students on similar lines. However, in such cases, the SGPA of that particular semester will be used for calculation to which the re-registered course belongs to.
3. Similarly, for the assessment of Ex-students (pertaining to Old Schemes) who have registered for their pending courses, the SPI of that particular semester will be used for calculation to which the pending course belongs to.
4. The assessment of ETE component for the students of intermediate semesters and Ex-students shall be computed as follows:

4.1 In the situations where SGPA of previous semester is available

Table 1: Award of Marks in Theory/ Practical Courses

Internal Assessment (A)				External Assessment (B)			Total Marks
CWS	PRS/STS	MTE	Total Internal Marks	B1	B2	Total External Marks	
A1	A2	A3	Sum of marks scored in all applicable internal components $A = A1 + A2 + A3$	50% of External Assessment based on Internal Assessment $B1 = (A/I) \times (0.5 \times E)$	50% of External Assessment based on SGPA in Previous Semester $B2 = (SGPA \times 0.1) \times (0.5 \times E)$	$B = B1 + B2$	$A+B$
Illustration 1: Courses with Practical Component (CWS: 15, PRS: 25, MTE: 20, ETE : 40 --> I= 60, E = 40)							
10	20	15	45	$(45/60) \times (0.5 \times 40) = 15$	8.5 SGPA in Previous Semester $(8.5 \times 0.1) \times (0.5 \times 40) = 17$	32	77
Illustration 2: Courses with no Practical Component (CWS: 25, MTE: 25, ETE : 50 --> I= 50, E = 50)							
20	--	20	40	$(40/50) \times (0.5 \times 50) = 20$	8.5 SGPA in Previous Semester $(8.5 \times 0.1) \times (0.5 \times 50) = 21.25$	41.25	81.25
Illustration 3: Courses with only Practical Components (PRS: 50, PRE: 50 --> I= 50, E = 50)							
--	40	--	40	$(40/50) \times (0.5 \times 50) = 20$	8.5 SGPA in Previous Semester $(8.5 \times 0.1) \times (0.5 \times 50) = 21.25$	41.25	81.25

I: Maximum marks of Internal Assessment

E: Maximum marks of External Assessment (ETE/PRE/STE)

CWS: Class Work Sessional

MTE: Mid Term Examination

PRS : Practical Sessional

STS: Studio Sessional

PRE: Practical Examination

STE: Studio Examination

SGPA: Semester Grade Point Average.

4.2 In the situations where SGPA of previous semester is not available (like Ph.D Students), 100% evaluation to be done on the basis of internal assessments.

Table 2: Award of Marks in Theory/Practical Course in case SGPA of Previous Semester not available

Internal Assessment (A)				External Assessment (B)	Total Marks
CWS	PRS/ STS	MTE	Total Internal Marks	B	
A1	A2	A3	Sum of marks scored in all applicable internal components $A = A1 + A2 + A3$	100% of External Assessment based on Internal Assessment $B = (A/I) \times (E)$	A+B

5. **M.Tech Major Project:**

The Viva -Voce Examinations of M.Tech Major Project may be conducted through Video Conferencing using Google, Skype, Microsoft Technologies or any other reliable and mutually convenient technology.

6. The students of intermediate semesters who obtain F grade in any course and those who wish to improve their performance will be allowed to Re-register for that course whenever it is offered in next academic year. This provision for improvement of grade is for the even semester of academic year 2019-20 only as a special case.
7. All the students of intermediate semesters may be promoted to his/her next year of studies irrespective of the number of credits earned and courses passed in his/ her previous years of study. This relaxation in the prescribed criteria for promotion from the current academic year 2019-20 to next academic year of study 2020-21 is applicable as a special case.
8. The assessment for the PRE component of the courses like Mini Project (xx391) and Entrepreneurship (xx395) shall be conducted by the committee constituted as prescribed in the regulations, through Video Conferencing using Google, Skype, Microsoft Technologies or any other reliable and mutually convenient technology.

B. Assessment of the students in the next Semester (Odd Semester 2020-21):

In view of the fact that pandemic COVID-19 may remain unabated in the coming months, the imparting of instructions and conducting examinations with physical presence of the students will not be possible, hence the mode of imparting instructions and assessment is likely to be Online only.

Accordingly, the committee recommends the following guidelines for evaluation of the students in the next semester (Odd Semester 2020-21):

1. The evaluation of courses comprises of various components like CWS, PRS/STS, MTE, ETE and PRE/STE. Out of these, the components like CWS and PRS/STS will be assessed by the respective teachers as per past practice only.
2. It is anticipated that it may not be possible for the university to conduct MTE and ETE with physical presence of students. These two components together have a weightage of 60% (for courses having practical component) and 75% (for courses not having practical component) in the evaluation process.
3. In view of the position explained at para 2 above, the evaluation pertaining to MTE and ETE components may be replaced through continuous evaluation as per the following table:

S.N o.	Evaluation Component	Assessment	Courses with Practical Component		Courses without Practical Component	
			Weightage / Marks		Weightage / Marks	
1	MTE	1 Innovative Work in the form of Small Project, Startup Idea, Collaborative Projects, Automation, Simulation, Case study, Solutions to Real time social, economic and technical problems etc. (group of maximum 2 students)	20 x 1	20	25 x 1	25
2	ETE	3 Class Tests after every 4 weeks. Best 2 will be considered for evaluation.	15 x 2	30	20 x 2	40
3		2 Surprise Tests in the form of Quizzes, Short Answer Questions, MCQs, Open Ended/Essay Questions, etc. Better of the two will be considered for evaluation.	10 x 1	10	10 x 1	10
Maximum Marks				60		75

4. For assessment (PRS) of the courses like Engineering Graphics, Workshop Practice and FECs like Physical Education, Sports, Yoga, Music, etc. bearing practical components only, Lab Incharges/Instructors shall make due arrangements for conduct of practical/activity by the students in small groups thereby maintaining due social distancing and other measures for the safety of all.

Alternately, the experiments/activities may be conducted online. The Lab Incharges/Instructors shall develop virtual labs/sessions comprising of simulations/videos for the experiments/activities to be carried out in the labs during the semester. The HODs/FECs Coordinator shall ensure that all such virtual labs/activities are ready by 31st August, 2020.

The evaluation of PRS shall be done as per following table:

S.No.	Assessment	Evaluation of PRS	
		Weightage / Marks	
1	3 Practical Tests/Presentation /Group Discussion/ Case Studies/Quizzes/Game type activities after every 4 weeks. Best 2 will be considered for evaluation.	15 x 2	30
2	1 Innovative Practical Work in the form of Small Project, Lab/Task based Simulation/ Automation, Collaborative Projects etc. (group of max 2 students)	20 x 1	20
	Maximum Marks		50

For the evaluation of PRE (weightage/marks: 50), the Presentation/Viva - Voce Examinations may be conducted through Video Conferencing using Google, Skype, Microsoft Technologies or any other reliable and mutually convenient technology.

The recommendations of the committee were submitted for the consideration of the Academic Council.

Decision : The Academic Council considered and approved the recommendations of the Committee for Assessment and Evaluation of Students of Intermediate Semesters and evaluation and assessment of the students for next semester (odd semester of academic year 2020-21).

The following table shows the results of the survey conducted in 1998. The table shows the number of respondents who answered each question, and the percentage of respondents who answered each question correctly. The table also shows the number of respondents who answered each question incorrectly, and the percentage of respondents who answered each question incorrectly.

The following table shows the results of the survey conducted in 1998. The table shows the number of respondents who answered each question, and the percentage of respondents who answered each question correctly. The table also shows the number of respondents who answered each question incorrectly, and the percentage of respondents who answered each question incorrectly.

The following table shows the results of the survey conducted in 1998.

Question	Correct Answer	Number of Correct Answers	Percentage of Correct Answers
1. What is the capital of France?	Paris	15	75%
2. What is the capital of Germany?	Berlin	12	60%
3. What is the capital of Italy?	Rome	10	50%
4. What is the capital of Spain?	Madrid	8	40%
5. What is the capital of the United Kingdom?	London	18	90%

The following table shows the results of the survey conducted in 1998. The table shows the number of respondents who answered each question, and the percentage of respondents who answered each question correctly. The table also shows the number of respondents who answered each question incorrectly, and the percentage of respondents who answered each question incorrectly.

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Agenda 24.5 : Approval for Academic Calendar for the year 2020-21.

It was submitted to the Academic Council that the Academic Calendar (2020-21) has been prepared and given as under:

<u>ACADEMIC CALENDAR (2020-21)</u>	
ODD SEMESTER	
27.07.2020 to 03.08.2020	: Filling of online registration forms by all students for UG: III, V and VII Semester regular courses / re-registration / back papers as applicable including all Ex-Students. PG: III Semester regular / re-registration /back papers as applicable including all Ex- students. PhD: Continuing PhD students/scholars.
06.08.2020 (Thu)	: Teaching starts in Online mode for all UG and PG students (except I semester students), continuing PhD students/scholars & all Ex-Students (<i>forre-registration</i>).
17.08.2020 (Mon)	: Last date of registration of the courses, addition/deletion of courses for all regular and Ex- students.
25.11.2020 (Wed)	: Teaching ends for all classes; Display of sessional marks and shortage of attendance
31.12.2020 (Thu)	: Declaration of End semester results

Decision : The Academic Council considered and approved the academic calendar of odd semester for the academic year 2020-21 with minor modification – “B. Des classes shall start from 6th August 2020”.

Agenda 24.6 : Approval for changes in MBA, MBA (FBE), MBA(IEV), BBA Additional courses/GEC proposed in B.A (Hon.) Economics programs being offered at USME, East Campus, from academic year 2020-21 onwards.

It was submitted to the Academic Council that a meeting of the Board of Studies of USME was held after due notice, on 23rd June 2020, in the online mode. As per agenda, the changes proposed in the MBA, MBA (FBE). MBA(IEV), BBA Additional courses/GEC proposed in B.A (Hon) Economics programs being offered at USME, East Campus, were deliberated by esteemed members.

Based on the approval of the Board of Studies, USME, the following points were proposed as agenda for consideration of the Academic Council in the meeting.

1. B.A. (Hon.) Economics New GEC and DEC to be offered: syllabus and semester structure - In line with the changes in the BA(Hon) Economics approved in previous AC, the list of GEC and new DEC is placed below for approval.

- I. The revised list of Departmental Elective Courses (DECs) along with new courses (in bold font), new evaluation scheme as per previous AC resolution, is placed below for approval (new course syllabi in **Annexure at pages 01 to 13**):

Sr. No.	Subject Title	Credits	Contact Hours/Week			Relative Weights				
			L	T	P	CWS	PRS	MTE	ETE	PRE
SEMESTER V										
BA D 301	Economics of Health and Education	4	3	1	-	25	-	25	50	-
BA D 302	Applied Econometrics	4	3	1	-	25	-	25	50	-
BA D 303	Economic History of India (1857-1947)	4	3	1	-	25	-	25	50	-
BA D 304	Money and Financial Markets	4	3	1	-	25	-	25	50	-
BA D 305	Public Economics	4	3	1	-	25	-	25	50	-
BA D 306	Industrial Economics	4	3	1	-	25	-	25	50	-
BA D 307	Applications of Linear Programming in Economics	4	3	1	-	25	-	25	50	-
SEMESTER VI										
BA D 311	Environmental Economics	4	3	1	-	25	-	25	50	-
BA D 312	Behavioural Economics	4	3	1	-	25	-	25	50	-
BA D 313	Economics of Migration	4	3	1	-	25	-	25	50	-
BA D 314	Financial Economics	4	3	1	-	25	-	25	50	-
BA D 315	Agricultural Economics	4	3	1	-	25	-	25	50	-
BA D 316	Game Theory	4	3	1	-	25	-	25	50	-
BA D 317	Dissertation Course**	-	-	-	-	-	-	-	-	-

- II. The revised list of General Elective Courses (GECs) to be offered in B.A. (Hons) Economics, with course codes, new evaluation scheme is given below (syllabi in **Annexure at pages 14 to 30**):

Subject Code	Subject Title	Credits	Contact Hours/Week			Relative Weights				
			L	T	P*	CWS	PRS	MTE	ETE	PRE
SEMESTER I										
BA 1xx	Generic Elective– I									
BAG101	Principles of Management	4	4	0	0	25	-	25	50	-
BAG102	Introduction to Business	4	4	0	0	25	-	25	50	-
SEMESTER II										
BA 1xx	Generic Elective– II									
BAG103	Financial Markets and Institutions	4	4	0	0	25	-	25	50	-
BAG104	Marketing Management	4	4	0	0	25	-	25	50	-
BAG105	Trade Policy: Practices and Procedures	4	4	0	0	25	-	25	50	-
BAG106	Human Resource Management	4	4	0	0	25	-	25	50	-
SEMESTER III										
BA 2xx	Generic Elective– III									
BAG201	Financial Management	4	4	0	0	25	-	25	50	-
BAG202	E-Commerce	4	4	0	0	25	-	25	50	-
BAG 203	Logistics and Supply Chain Management	4	4	0	0	25	-	25	50	-
BAG204	Organizational Behavior	4	4	0	0	25	-	25	50	-
SEMESTER IV										
BA 2xx	General Elective – IV									
BAG205	Investment Management	4	4	0	0	25	-	25	50	-
BAG206	Digital Marketing Analytics	4	4	0	0	25	-	25	50	-
BAG207	International Business	4	4	0	0	25	-	25	50	-
BAG208	Industrial Relations	4	4	0	0	25	-	25	50	-

2. BBA Programme – Changes proposed in Core, DEC and GEC courses.

- I. The revised syllabus of course Departmental Core Course BBA 105: Computer Application is placed for approval, as per the syllabus placed in **Annexure at page 31**.
- II. Revised list of Discipline Specific Elective is placed below for approval (**Syllabi placed in Annexure at page 32 to 40**).

Discipline	Course(s) offered	Type
Marketing	BBA 3068: Strategic Brand Management BBA3063: Integrated Marketing Communications	Split of existing course “BBA-3063: Advertising and Brand Management” seen as having contents of two different domains and large syllabus.
HRM	BBA3148: Organization Development BBA3149: Strategic HRM	New
	BBA3146: Cross cultural and International HRM	Existing course “BBA3146 Cross Cultural Management”, updated & syllabus revised
OSCM	Semester V: BBA-3161: Game Theory BBA-3162: Logistics and Supply Chain Management Semester VI: BBA-3163: Total Quality Management	NEW

III. Categorization of DSE courses in BBA Program, specified below under HRM category, on Semester Basis is placed below for approval.

- Categorization of course(s) is proposed under HRM discipline category.

Following two categories are proposed to help students make logical and informed choice of electives.

Semester V	Management of Industrial Relations
	Organizational Development (New)
	Counselling and negotiation skills for managers
	Strategic HRM (NEW)
	Talent & Knowledge Management
Semester VI	Cross cultural and International HRM (Name & syllabi revised)
	Performance & compensation management
	Training and development
	Interpersonal processes and counselling skills for managers
	HRD: Systems and strategies

IV. Revision/Additions proposed in General Elective Courses (GEC) offered in BBA Program is placed in table below for approval. Revised Syllabi placed in *Annexure at pages 41-43*.

General Elective	Course At Present	Type (Revision/Replacement/New)
GE001	Tax Planning	Replacement with core paper BBA 301: Income Tax Laws and Practice; 75 % overlap; Contents seen as core course for BBA
GE 005	Indian Economy	Syllabi revision
GE 007	Financial Statements and Analysis	New Course (Semester IV)
GE 008	Financial Markets and Institutions	New Course (Semester II)
GE 009	The art and science of Gratitude	New course (Semester IV)

3. Revised curriculum and syllabi proposed in MBA is placed below for approval. (Revised syllabus in *Annexure at pages 44-52*).

New Electives added			
Finance	Marketing	Information Technology	OSCM
MGF07: Financial Derivatives MGF 11: Financial Statement Analysis MGF12: Financial Risk Management MGF13: Investment Banking	MGM02: Integrated Marketing Communications- Semester III MGM13: Strategic Brand Management – Semester IV	MGI12: Data Warehousing & Data Mining Semester III MGI13: Artificial Intelligence (Semester IV)	MGS13: Decision Making Techniques: Credit 4 (Semester III)
Courses Deleted/Split			
Core Course: Corporate Governance (2 credit) To be covered in workshop mode as a topic, dropped from core course list.			
Electives Dropped			
Finance	Marketing	Information Technology	
MGF07: Derivatives & Risk Management	MGM02: Advertising & Brand Management	MGI04: Data Warehousing and Online Analytical Process MGI10: E-Learning and Knowledge Management	
Electives Revised			
MGF03: Investment Management and Financial Services		MGI03: Database Management System Credit: 4; LTP: 3-0-2	

II. MBA Curricular changes: Following Courses proposed for restructuring in terms of credit, placed below; with revised in syllabus in *Annexure at pages 53 to 56*).

Course Code	Title	Type	Credit
MGT-18	Data Analysis Techniques	Core	4; Changed to LTP: (3-0-2)
MGT-25	Knowledge and Intellectual Capital Management	Core	2; LTP: 2-0-0
MGT-27	Retitled as: Management Accounting	Core Increased to 4 credit from 2 earlier.	4; LTP: 4-0-0
MGT-42	Entrepreneurship Development	Core Reduced to 2 credit from 4 earlier	2; LTP: 2-0-0

4. Amendment and revised syllabus in MBA-Innovation, Entrepreneurship and Venture Development, Final Year Semesters

- I. Amendment in Credit mentioned in syllabus, in line with initial part of AC approved design: Three Departmental Elective Courses of 2 credit each, a total 6 credit, to be obtained by students, in both Module 4 and Module 5 of Semester III; instead of two courses of two credits each.
- II. Revision in the List of Departmental Elective Courses: following courses removed from list of DEC and placed as detailed workshops in Skill Certification Workshop under course SC351:
 1. Buying Selling a Small Business (Module 4)
 2. "Global Start-up Exchange Incubation Program" (Module 5)
- III. Short Syllabus for Final Year Courses approved in earlier AC proposed to be replaced with detailed syllabus. To provide the right blend of customization to the budding entrepreneurs and retain the rigour of the MBA, the expert delivering such course would utilize the contents of the syllabus and indicative textbook. However the expert would need to determine all latest additional current reference materials, cases studies, treatment and pedagogy as per both the current student profile and needs, and the fixed contents of syllabus. The final course outline would be approved by Department to ensure maximum impact on the entrepreneurship goals and requirements of the MBA program learning outcomes. Detailed syllabus are presented in ***Annexure at page 57 to 65.***
- IV. The Evaluation scheme for all Core and Departmental Elective courses stand revised as per new norms passed by Academic Council, as (Class module sessional 50% + End Module Exam 50%).

5. Changes in MBA-Family Business and Entrepreneurship Program

In the second year of the program the MBA, students are required to undertake **seven** elective courses, across two semesters: Semester III and IV. Baskets of elective subjects are available from Family Business Domain, as well as from four other functional management and entrepreneurship domains.

Proposed that Departmental Elective Course choices may be allowed as follows:

- 1) Among five available specialisation baskets/groups of electives, Group V: Family Business, would be a compulsory basket. From Group V, students have to choose Three subjects- two in Semester III and one in Semester IV).
- 2) From the remaining 4 specialisation baskets/group, student may choose any four courses from any basket area, without any restrictions except that Two courses be chosen in Semester III and two in Semester IV.
- 3) Among specialisations Baskets I, II, III, IV, only that subject will be offered which have a minimum of ten students. However, a minimum of two electives from Baskets I to IV, will be offered by the department, in both Semester III and IV.
- 4) Where possible Elective courses may be combined with MBA or MBA Business Analytics to provide greater opportunity for peer learning from business context.

Decision : The Academic Council considered and approved the proposed changes in MBA, MBA (FBE), MBA(IEV), BBA Additional courses/GEC proposed in B.A (Hon.) Economics programs being offered at USME, East Campus, from academic year 2020-21 onwards.

Agenda 24.7 : Approval of Scheme and Syllabus of B.Tech. Chemical Engineering.

It was submitted to the Academic Council that subsequent to approval of nomenclature change of undergraduate program B.Tech. (Polymer Science and Chemical Technology) to B.Tech. Chemical Engineering by the Board of Management in its 37th meeting and notified vide Office order No. F. DTU/Order/BOM/25/2014/Vol-III/213 dated 29/06/2020, the department of Applied Chemistry has constituted a committee for framing the scheme and syllabus for changed nomenclature (Chemical Engineering). The drafted syllabus by the committee was discussed in the online Workshop organized for Curriculum

The SOW is a document that describes the work to be performed by the contractor. It is a contract between the client and the contractor. The SOU is a document that describes the understanding of the work to be performed by the contractor. It is a contract between the client and the contractor.

The SOW and SOU are the foundation of the contract. They define the scope of the work, the deliverables, the timeline, and the budget.

The SOW and SOU are also used to manage the contract. They provide a clear understanding of the work to be performed and the expectations of the client and the contractor.

The SOW and SOU are also used to resolve disputes. They provide a clear understanding of the work to be performed and the expectations of the client and the contractor.

The SOW and SOU are also used to track progress. They provide a clear understanding of the work to be performed and the expectations of the client and the contractor.

The SOW and SOU are also used to manage risk. They provide a clear understanding of the work to be performed and the expectations of the client and the contractor.

The SOW and SOU are also used to manage change. They provide a clear understanding of the work to be performed and the expectations of the client and the contractor.

The SOW and SOU are also used to manage communication. They provide a clear understanding of the work to be performed and the expectations of the client and the contractor.

The SOW and SOU are also used to manage the contract. They provide a clear understanding of the work to be performed and the expectations of the client and the contractor.

Development on 19/07/2020. The scheme and syllabus of B.Tech. Chemical Engineering program, after incorporating the suggestions of Internal and External Experts recommended by Board of Studies were placed in *Annexure in the agenda*.

Decision : The members of Academic Council considered and expressed that the core courses from 7th and 8th semester should be shifted to 5th and 6th semester. Accordingly, advised the Board of Studies, Applied Chemistry department to review the scheme. The Council authorised the Vice Chancellor to accept the recommendations of the Board of Studies in the scheme and syllabus. Academic Council authorized Vice Chancellor to constitute a committee to look into the matter for all other programme in DTU.

Agenda 24.8 : Implementation of Major and Minor specialization in Polymer Technology to B.Tech. Chemical Engineering Students and other department students respectively.

It was submitted to the Academic Council that the department of Applied Chemistry intends to implement Major specialization in Polymer Technology to B.Tech. Chemical Engineering Students and Minor specialization in Polymer Technology to B.Tech. students of other programs in DTU.

As per the AICTE guidelines (Chapter VII A, Hand Book 2020, page no.98, 7.3.2),

- (a) *Under Graduate Degree Courses in EMERGING AREAS shall be allowed as specialization from the same Department. The minimum additional Credits for such Courses shall be in the range of 18-20 and the same shall be mentioned in the degree, as specialization in that particular area.*
- (b) *Minor specialization in EMERGING AREAS in Under Graduate Degree Courses may be allowed where a student of another Department shall take the minimum additional Credits in the range of 18-20 and get a degree with minor from another Department.*
- (c) *Universities are free to evolve their own Syllabus for any Minor Degree / Hons. for which Model Syllabus is not available on AICTE's Website.*

In view of the above mentioned AICTE guidelines, the Department of Applied Chemistry proposed the implementation of Major and Minor Specialization in Polymer Technology to B.Tech students of Chemical Engineering and students of another department respectively as per the criteria placed in ***Annexure at page 66.***

Decision : The Academic Council considered and approved the agenda in principle and authorized the Vice Chancellor to constitute a committee to design a framework for running major and minor specialization not only for Applied Chemistry but also for other departments. The matter will be put up in the next meeting of Academic Council.

Agenda 24.9 : Implementation of changed nomenclature B.Tech. Chemical Engineering to First year Students of B.Tech. admitted in Polymer Science & Chemical Technology Program in the academic session 2019-20.

It was submitted to the Academic Council that the department of Applied Chemistry intends to implement changed nomenclature B.Tech. Chemical Engineering to First year Students of B.Tech. admitted in Polymer Science & Chemical Technology Program in the academic session 2019-20.

The Students enrolled for B.Tech. (Polymer Science & Chemical Technology) in the academic session 2019-20 are requesting for the implementation of changed nomenclature i.e. B.Tech. (Chemical Engineering). According to them, this will help them better in their professional career. (*Annexure page 67 to 68*).

The said matter has been discussed in a Faculty meeting held on 15th July 2020. The Faculty members agreed that the students' request may be considered because they have studied common subjects of First year and the Core and Elective subjects of branch shall start from Second year onwards. There will not be any academic/curriculum issue due to this.

Further, the syllabus for all the semesters (3rd to 8th) has been recommended by Board of Studies for approval from the Academic Council.

Decision : The Academic Council considered and approved for implementation of changed nomenclature B.Tech. Chemical Engineering to first year students of B.Tech. admitted in Polymer Science & Chemical Technology Program in the academic session 2019-20.

Agenda 24.10 : Formal registration of Ph.D. Students upon successful completion of course work and comprehensive examinations and approval of research Plan by respective DRCs.

It was submitted to the Academic Council that Dean Academic (PG) has forwarded a list of **13 candidates** to consider their registration for Ph.D. candidature upon successful completion of course work and comprehensive examinations and approval of Research Plan by respective DRCs. List of the candidates (department-wise) is placed below:

Sr. No.	Name of the Candidate	Roll No	Date of SRC
DEPARTMENT OF ENVIRONMENT ENGINEERING			
1	DeepaliGoyal	2K18/PHD/EN/02	20.02.2020
DEPARTMENT OF BIOTECHNOLOGY			
1	JaishreeMeena	2K18/PHD/BT/10	11.03.2020
DEPARTMENT OF HUMANITIES			
1	KhyatiKathuria	2K18/PHD/HUM/04	20.02.2020
DEPARTMENT OF CIVIL ENGINEERING			
1	ShankoAyeleAbera	2K17/PHD/CE/31	16.01.2020
DEPARTMENT OF MECHANICAL ENGINEERING			
1	Ali Nawaz	2K18/PHD/ME/502	17.02.2020
2	Sunil Kumar Tiwari	2K17/PHD/ME/36	16.01.2020
3	Vinod Kumar	2K17/PHD/ME/31	20.01.2020
4	Pradeep Kumar Meena	2K18/PHD/ME/08	29.11.2019
DEPARTMENT OF APPLIED PHYSICS			
1	SumanDahiya	2K17/Ph.D./AP/03	31.01.2020
2	Shivangi Rajput	2K17/PHD/AP/16	20.02.2020
Department of DSM			
1	SakshiKukreja	2K17/PhD/DSM/03	21.01.2019
2	Meha Joshi	2K17/PhD/DSM/04	14.02.2019
Department of Applied Chemistry			
1	Mukesh Kumar Mishra	2K18/PHD/AC/11	07.07.2020

Decision : The Academic Council considered and approved formal registration of 13 candidates and confer their candidacy for Ph.D. program.

Agenda 24.11 : Approval for Guidelines for Transfer/inclusion of course-credits for short term/specialized courses organized by Foreign Faculty.

It was submitted to the Academic Council that the proposal regarding guidelines for Transfer/inclusion of course-credits for short term/specialized courses organized by Foreign Faculty has been framed by the seven-member committee constituted under the chairmanship of Prof. Suresh C. Sharma, Dean Academic-PG. Details are placed in **Annexed at page 69-70**.

Decision : The Academic Council considered and approved the agenda in principle and authorized Vice Chancellor to examine the matter by the same committee as was constituted for the agenda 24.8.

Agenda 24.12 : To consider the recommendations of the committee constituted to Grant of Study Leave for completion of Ph.D work for the students pursuing Ph.D. (Part Time) programme in DTU.

It was submitted to the Academic Council that a committee was constituted to examine the case of Dr. Priya Malhotra, USME for approval of Study Leave for completion of PhD work. In this context, an online meeting of all committee members was held on 17.7.2020 at 11 a.m. The following members were present:

- | | | |
|----|-----------------------------------|------------------|
| 1. | Prof. A. Trivedi, Dean (IRD) | Chairperson |
| 2. | Prof. Madhusudan Singh, Dean (UG) | Member |
| 3. | Prof. S.C. Sharma, Dean (PG) | Member |
| 4. | Prof. Vishal Verma, Dean (IA) | Member |
| 5. | Prof. Samsher, Registrar | Member Secretary |

After detailed discussion, the following has been resolved by the Committee:

The faculty members who are pursuing their PhD on part time basis in the DTU or institutions/universities other than DTU after taking the approval from the Competent Authority and are working in DTU on regular basis are taking full academic load and also participating in all academic/ administrative activities, whereas, the faculty who are given study leave for pursuing full time PhD are relieved from DTU for 3 years.

To motivate the faculty who pursue higher study from DTU or other institutions/university on part time basis and taking full teaching load & participating in all other academic activities, the committee recommends the following:

- i. The faculty may be considered for grant of study leave admissible to him for completing the residual PhD research work/ writing the PhD thesis work for one semester.
- ii. For such cases, study leave may be granted after 3 years of registration of PhD programme (for part time candidates) on the approval of Vice Chancellor duly recommended by his/her Supervisor and the Head of the concerned department.
- iii. The faculty who has been sanctioned the study leave for one semester, required to submit Ph.D thesis within two years. In case, the faculty does not submit the thesis within 2 years or leaves the University within two years, the University may consider to recover the salary amount paid by the University during entire study period of one semester.

Decision : The Academic Council considered and approved the recommendations of the committee constituted to grant of study leave for completion of Ph.D work for the faculty pursuing Ph.D. (Part Time) programme in DTU with the following modifications:

- i. *The study leave may be granted after two years of registration in place of three years as mentioned in clause 2.*
- ii. *The study leave may be granted only after publishing at-least one SCI/SCIE index paper. (This may be added as clause 4).*

The Academic Council recommended to place the matter before the Board of Management for its approval.

Agenda 24.13 : Approval for change in subject name of CME-412 B.Tech (Evening) programme in Academic Ordinance and Regulations 2018 and 2019.

It was submitted to the Academic Council that HOD, Mechanical Engineering department has proposed to change in subject name of CME-412 B.Tech (Evening) programme in Academic Ordinance and Regulations 2018 and 2019 as below:

EXISTING		
Course Code	Course Name	Elective
CME - 412	Finite Element Method	DEC - 8

REVISED		
Course Code	Course Name	Elective
CME - 412	Material Management	DEC - 8

Decision : The Academic Council considered and approved the change in subject name of CME-412 B.Tech (Evening) programme in Academic Ordinance and Regulations 2018 and 2019.

Agenda 24.14 : Matter for Ratification.

- i. **Relaxations in the evaluation of B.Tech Project-II due to COVID-19.**

It was submitted to the Academic Council that the University vide notice no. DTU/IRD/COVID-19/05 dated 16.05.2020, decided to grant relaxation in grade ward criteria to be followed by the academic departments while evaluating the B.Tech Project- II for the graduating batch 2019-20 due to COVID-19. This has the approval of competent authority. Order to this effect has already issued by the IRD branch on 16.05.2020.

Decision : The Academic Council ratified the above action taken by the University.

Agenda 24.15 : Matter for Information.

i. Suspension of teaching due to spread of Corona Virus COVID-19.

It was submitted to the Academic Council that due to spread of Corona Virus COVID-19 and in pursuance of directions of Government of NCT of Delhi the teaching remained suspended in university from till 16.03.2020 to 29.03.2020. The classes were resumed in online mode from 30.03.2020 till 09.05.2020.

This is to inform the academic council that as per directions of Government of NCT of Delhi the End Term Examinations for intermediate semesters are not being conducted and the criterion of having minimum 75% attendance for appearing in examinations is therefore waived off. Further the examinations of final year students were conducted however in such unprecedented times the minimum attendance criterion for these students is also waived of in Even semester 2019-20.

The Academic Council noted the above information.

Agenda 24.16 : Any other matter with the permission of the Chair.

Following matter for ratification was also discussed.

Dean, Industrial Research and Development informed that the notification regarding extension of financial support for purchase of teaching aid required for online teaching upto the limit of Rs.2500/- on reimbursement basis has been issued vide notification number F.No.DTU/IRD/2020/07/2528 dated 20.07.2020 after approval of the Competent Authority.

The matter was submitted for ratification.

Decision : The Academic Council ratified the same.


The meeting ended with a vote of thanks to all the members and special invitees.

(Prof. Samsher)
Registrar

Copy to:

1. Pr. Secretary to Hon'ble Lt. Governor (Delhi), 6, Raj Niwas, Civil Lines, Delhi.
2. PA to V.C. for kind information of the Vice Chancellor, DTU.
3. All Deans, DTU.
4. Prof. Surendra S. Yadav, Professor of Management, Indian Institute of Technology, Hauz Khas, Delhi 110016.
5. Sh. S.G. Deshmukh, Mechanical Engineering Deptt., Indian Institute of Technology, Hauz Khas, Delhi 110016.

6. Dr.Bhim Singh, Electrical Engineering Deptt., Indian Institute of Technology, HauzKhas, Delhi 110016.
7. Prof.Smriti Srivastava, Head-Division of ICE, Netaji Subhash University of Technology, Sector 3, Dwarka, Delhi 110078.
8. Prof.Tarun Kumar Das, Prof. of Mathematics & Ex-Registrar, University of Delhi
9. Sh. Lokesh Mehra, A-166, Ground Floor, Sarita Vihar, Delhi 110076.
10. All Heads of Department, DTU.
11. Prof. Rakesh Kumar, Civil Engineering Department.
12. Prof. Narendra Kumar-I, Electrical Engineering Department.
13. Prof. Naveen Kumar, Mechanical Engineering Department.
14. Sh. Neeraj Kumar Bhagat, Associate Prof., Electrical Engineering Department.
15. Dr. M. Jayasimhadri, Assistant Prof., Applied Physics Department.
16. Controller of Examinations.
17. Registrar, DTU


(Prof. Samsher)
Registrar

ANNEXURE
For
Minutes

24th meeting of
Academic Council
DTU

29-07-2020

Annexure 1.1 B.A. (H) ECONOMICS: REVISED SYLLABUS OF DEPARTMENT ELECTIVE COURSES (DECs)

SEMESTER 5

BA D 313

Economics of migration

3-1-0 (4 credits)

Course objective:

The aim of the course is to introduce the fundamentals of economics of migration by highlighting the interdependence of economic and migration theories. It also gives an overview of economic analysis of issues associated with migration and relationship between migration and economic development.

Syllabus:

Unit 1:

Introduction to migration: Definition and scope of migration. determinants-push and pull factors, typologies – international, internal, in and out migration, sequential, circular, rural-urban migration, models and theories of migration, brain drain vs brain gain.

Unit 2:

International Migration- Economic theory and international migration, causes of international migration. economic impact on host and destination countries, cost and remittances of migration, forced migration, illegal migration, induced migration

Unit 3:

Migration and economic development: The effect of immigration on wages and employment. migration and inequality. migration and labour issues.

Essential Readings List:

- George J. Borjas. *Economic Theory and International Migration*. International Migration Review. Vol. 23. No. 3. Special Silver Anniversary Issue: International Migration an Assessment for the 90's (1989), pp. 457-485
- Khadria. B. (1999). *The Migration of Knowledge Workers: Second-generation Effects of India's Brain Drain*. Sage Publications: New Delhi. Chapter 2- Migration. Brain drain and the Globalization of Human Resources, pp 32-53
- World Migration Report, 2020, International Organization for Migration (IOM), 2019
- Bansak. Cynthia. Nicole B. Simpson. and Madeline Zavodny. *The economics of immigration*. Routledge. 2015. (BSZ)

Suggested Reading List

- *Leveraging Economic Migration for Development*. A briefing for the World Bank Board, World Bank Group, 2019
- <https://www.iom.int/key-migration-terms>
- Benjamin Helms, David Leblang, and Philip B.K. Potter, *International Migration and Interstate Conflict*. Prepared for the 2019 International Political Economy Society, November 16, 2019
- David Lagakos, Samuel Marshall, Ahmed Mushfiq Mobarak, Corey Vernot & Michael E. Waugh, *Migration Costs and Observational Returns to Migration in the Developing World*, April 2020, No: 1265
- International Migration 2019 Report, Department of Economic and Social Affairs, Population Division. ST/ESA/SER.A/438

BA D 301 Economics of Health and Education

(L:3, T:1, P:0)

Course Objective

The objective of this course is to provide a fundamental understanding of economic aspects of health and education sector. It gives an overview of individual choice in the demand for health and education. The course familiarizes the students with both the economic theories and the methods used by economists for analysis.

Syllabus:

Unit I

Role of Health and Education in Human Development: Health and education outcomes and their relationship with macroeconomic performance. An Overview Literacy rates, school participation, school quality measures.

Unit II

Microeconomic Foundations of Health Economics: Demand for health; uncertainty and health insurance market; alternative insurance mechanisms; market failure and rationale for public intervention; equity and inequality. Evaluation of Health Programs: Costing, cost effectiveness and cost-benefit analysis; burden of disease. Health Sector in India: An Overview.

Unit II

Education: Investment in Human Capital: Demand & supply of education, human capital theory, rate of return to education: private and social; quality of education; signaling and screening hypothesis; education and economic growth, skill-based education.

Text Books:

1. Jay Bhattacharya, Timothy Hyde and Peter Lu, *Health Economics*. Palgrave Macmillan. 2018

2. Daniele Checchi. The Economics of Education Human Capital. Family Background and Inequality. Cambridge University Press, 2006
3. International Handbook on the Economics of Education, edited by Geraint Johnes, Jill Johnes, Edward Elgar Publishing Ltd Cheltenham, UK, 2004

BA D 302:

Applied Econometrics

(L:3, T:1, P:0)

Course Objective:

The aim of this course is to provide a foundation in applied econometric analysis and develop skills required for empirical research in economics. The students will learn the topics including specification and selection of regression models, dynamic econometric models, advanced methods in regression analysis and panel data models.

Syllabus:

Unit 1

Matrix Approach to Linear Regression Model: The k- variable regression model; assumptions of the Classical Linear Regression Model in matrix form; OLS estimation; variance-covariance matrix; coefficient of determination

Unit 2

Regression Diagnostics: Detection of and remedial measures for Multicollinearity, Autocorrelation and Heteroscedasticity; model selection and diagnostic testing

Unit 3

Advanced Topics in Regression Analysis:

- (i) Dynamic Econometric Models: Distributed Lag Models: Nature of lagged phenomena; estimation using Koyck transformation (The Adaptive Expectations and Partial Adjustment Models); estimation of autoregressive models
- (ii) Instrumental Variable Estimation: omitted variables in a simple regression model; measurement errors

Unit 4

Panel Data Models and Estimation Techniques: The Pooled OLS Regression Model; the fixed effect least squares dummy variable model; the fixed effect within group estimator; the random effects model

Text Books:

1. D. N. Gujarati, D.C. Porter and Sangeetha Gunasekar. Basic Econometrics. 5th edition. McGraw Hill. 2012 Indian edition.

2. D. N. Gujarati and D.C. Porter, Basic Econometrics, 5th edition, McGraw-Hill, 2012 International edition.
3. Damodar Gujarati, Econometrics by Example, 2nd edition, Palgrave Macmillan, 2014.
4. Jeffrey M. Wooldridge, Introduction to Econometrics: A Modern Approach, 5th Edition, Cengage Learning, 2014.
5. D. N. Gujarati and D.C.Porter, Essentials of Econometrics, 4th Edition, McGraw Hill International Edition, 2010.
6. Christopher Dougherty, Introduction to Econometrics, 4th edition, OUP, Indian edition, 2011.

BA D 303

Economic History of India (1857-1947). (L:3, T:1, P:0)

Course Objective

This course teaches the student to analyze key aspects of Indian economic development during the second half of British colonial rule. In doing so, it investigates the place of the Indian economy in the wider colonial context, and the mechanisms that linked economic development in India to the compulsions of colonial rule. This course provides links directly to the course on India's economic development after independence in 1947.

Syllabus:

Unit I

Introduction: Colonial India: Background and Introduction: Overview of colonial economy. Macro Trends: National Income: population: occupational structure. Agrarian structure and land relations: agricultural markets and institutions – credit, commerce and technology: trends in performance and productivity: famines.

Unit II

Railways and Industry: Railways; the de-industrialisation debate; evolution of entrepreneurial and industrial structure: nature of industrialisation in the interwar period; constraints to industrial breakthrough; labor relations

Unit III

Capital flows and the colonial economy – changes and continuities; government and fiscal policy, drain of wealth; international trade.

Text Books:

1. L. Subramanian. History of India 1707- 1857. Orient Blackswan, 2010.
2. S. Guha, Mortality decline in early 20th century India, Indian Economic and Social History Review (IESHR).

pp 371-74 and 385-87, 1991.

3. T. Roy. The Economic History of India 1857-1947. Oxford University Press. 3rd edition. 2011.
4. J. Krishnamurty. Occupational Structure, Dharma Kumar (editor). The Cambridge.
5. Economic History of India, Vol. II, (henceforth referred to as CEHI), 2005, Chapter 6.

BA D 304

Money and Financial Markets

(L:3, T:1, P:0)

Course Objective:

This course exposes students to the theory and functioning of the monetary and financial sectors of the economy. It highlights the organization, structure and role of financial markets and institutions. It also discusses interest rates, monetary management and instruments of monetary control. It teaches the financial and banking sector reforms and monetary policy with special reference to India.

Syllabus:

Unit 1: Money

Concept and functions, Measurement, Theories of Money Supply Determination.

Unit 2: Financial Institutions, Markets, Instruments and Financial Innovations

Role of Financial Markets and Institutions; Problems of asymmetric information – adverse selection and moral hazard. Financial crisis. Money and Capital Markets: Organization and Structure in India; Role of Financial Derivatives and Other Innovations

Unit 3: Functioning of Central Bank and Interest rate determination

Functions of central bank. Balance Sheet Goals, Targets, Indicators and instruments of monetary control. monetary management in an open economy, current monetary policy of India, Determination of interest rates, Sources of interest rates differentials. Theories of term structure of interest rates ; interest rates in India

References/Text Books:

- F.S.Mishkin and S.G. Eakins: Financial Markets and Institutions. Pearson Education. 6 th Edition. 2011

- F.J. Fabozzi, F. Modigliani, F. J. Jones, M.G. Ferri: Foundations of Financial Markets and Institutions. Pearson Education, 3rd Edition . 2009
- M.R. Baye and D.W. Jansen: Money, Banking and Financial Markets AITBS, 1996
- L.M. Bhole and J. Mahakud: Financial Institutions and Markets Tata McGraw Hill, 5th Edition, 2011
- M.Y. Khan: Indian Financial System Tata McGraw Hill, 7th Edition 2011
- N. Jadhav: Monetary Policy, Financial Stability and Central Banking in India, Macmillan, 2006
- Latest RBI reports
- Various EPW articles describing Non-performing assets, demonetization, working of central bank, interest rate determination, financial crises in India

BA D 305:

Public Economics

(L:3, T:1, P:0)

Course Objective:

The course deals with the nature of government intervention and its implications for allocation, distribution and stabilization. Inherently, this study involves a formal analysis of government taxation and expenditures. The course will allow a student to learn about public goods, market failures and externalities.

Syllabus:

Unit 1

Public Economic Theory: Fiscal functions: an overview; Public Goods: definition, models of efficient allocation, pure and impure public goods, free riding; Externalities: the problem and its solutions, taxes versus regulation, property rights, the Coase theorem

Unit 2

Taxation: Economic effects of taxation; dead weight loss and distortion; efficiency and equity considerations; tax incidence; optimal taxation; tax system: structure and reforms

Unit 3

Indian Public Finance: Budget, deficits and public debt; fiscal federalism in India

Text Books:

1. J. Hindriks, G. Myles: Intermediate Public Economics. MIT Press. 2006
2. H. Rosen, T. Gayer: Public Finance, 9th ed., McGraw-Hill/Irwin, 2009
3. J. E. Stiglitz, Economics of the Public Sector, W.W. Norton & Company, 3rd edition, 2000
4. R.A. Musgrave and P.B. Musgrave, Public Finance in Theory & Practice, McGraw Hill Publications, 5th edition, 1989.
5. J. Cullis and P. Jones, Public Finance and Public Choice, Oxford University Press, 1st edition, 1998.

BA D 306

Industrial Economics

(L:3, T:1, P:0)

Course Objectives

This is a basic course in Industrial Economics.

The five dimensions are:

1. Conceptual framework SCP
2. New Industrial Economics
3. Concepts and measurement market power
4. Technical Progress
5. Competition Policy

Syllabus:

UNIT I:

Basics: Structure - Conduct - Performance Paradigm (S-C-P): Static and Dynamic model. Schools of thought: The Harvard, Chicago and Austrian Schools. The Firm: Principal-Agent problem. Incomplete markets. Transaction Cost- Information Gathering and Legal Cost. Hold Up Problem. Vertical and Horizontal Integration.

UNIT II:

Market Structure: Measurement of Concentration: 3 & 5 firm; Lerner and Herfindahl Index. Concentration and Market Power. Collusion and Efficiency Hypothesis. Barriers to entry. Contestable markets. Predation; Mergers and Acquisitions.

UNIT III:

Technical Progress & Performance: Disembodied and embodied Technical Progress. Single and Multi-factor Productivity. Entropy and Diversification. Monopoly and The Dynamics of R&D. Economics of Patents. Anti-Trust and Competition Policy.

Suggested Readings:

1. Luis M Cabral. Introduction to Industrial Organization, The MIT Press, 2019
2. Roger Clarke. Industrial Economics. Wiley, 1991.
3. Stephen Martin. Industrial Economics. Wiley, 2001.
4. Eric Brousseau and Jean-Michel The Economics of Contracts: Theories and Applications Glachant Cambridge University Press, 2002

BA D 307 Application of Linear Programming in Economics (L:3, T:1, P:0)

Course Objectives: The objective of this paper is to develop an economics student's familiarity with the basic concepts, tools, and applications of linear programming. These linear programming techniques assist primarily in resolving and understanding complex problems serving as a valuable guide to the decision-makers.

Syllabus:

Unit I

Linear Programming: Concept and Assumptions in Decision Making, Linear Programming Problem: Formulation, Methods of Solving: Graphical and Simplex, problems with mixed constraints, Primal-Dual Relationship, Duality Theorem, and its economic interpretations. Sensitivity Analysis.

Unit II

Transportation and Assignment problems: General Structure of Transportation Problem, Different Types Methods for Finding Initial and Testing for Optimality. Assignment Problem & its Economical Interpretations.

Unit III

Applications of Linear Programming in Economics: Diet Problem, Travelling salesman problem, portfolio optimization, profit maximization and economics problems using simplex method and product-mix problem etc.

Text Books:

- Render, Barry. R. M. Stair, M. E. Hanna, Badri, "Quantitative Analysis for Management". Pearson Education, 2012.
- N. D. Vohra, N.D., "Quantitative Techniques in Management", McGraw Hill Education, 2011.
- S. P. Gupta, P. K. Gupta. "Quantative Techniques and Operation Research", Sultan Chand, 2013.

- J. K. Sharma, "Operations Research: Problems & Solutions", Macmillan India Ltd, 2010.

SEMESTER 6

BA D 311 ENVIRONMENTAL ECONOMICS

(L:3, T:1, P:0)

Course Objectives

This is a basic course in Environmental Economics.

The five dimensions are:

1. Definitional Aspects
2. Policy aspects
3. Measurement aspects
4. New concepts in sustainable development
5. Global issues and policies

Syllabus:

UNIT I: Basics: Sustainability: Behavior, Property Rights and Economic Growth. Nature of Goods: Free, Public. Environmental and Merit Goods. Pollution: Air, Soil, Sound and Water. Market Failure & Externalities. Private and Social Costs. Polluter Pays Principle. Pigouvian Tax. Renewable and non-renewable resources. Economic accounting and the measurement of environmentally corrected GDP.

UNIT II: Environmental Valuation: Use Value – Direct & Indirect; Non-use Value – Existence and Bequest Value. Ulterior and Altruistic motives. Option and Quasi-Option value. Valuation methods: WTP and WTA; Travel Cost Method. Revealed Preference. Environmental Risk Analysis: Concept of Risk. Risk Assessment and Risk Management. Benefit-Cost Analysis.

UNIT III: Global Sustainable Development: Sustainable Development - Concept and Measurement. Environmental Kuznets Curve. Trade and Environment: Pollution Haven Hypothesis. Global Warming and Climate Change. Carbon Footprint and Trading. Global Environmental Policy Framework: Kyoto Protocol and Paris Convention. UNFCCC.

Suggested Readings:

1. Charles D. Kolstad (2014) - Intermediate Environmental Economics - OUP Indian Edition.
2. Thomas Callan. (2007) - Environmental Economics, Thompson Learning Inc. Indian Edition
3. Tietenberg. T. (2003) Environmental and Natural Resource Economics. Pearson Education, New York.
4. Bhattacharya, R.N. (2001) Environmental Economics, An Indian Perspective (Edited). 2001 Oxford University Press

5. Partha Dasgupta (2007) - Measuring Sustainable Development: Theory and Application, Asian Development Review, vol.24, no.1, pp.1-10.
6. Jha. Raghendra and K.V Bhanu Murthy (2006). 'Environmental Sustainability: A Consumption Approach'. Routledge. London.
7. R. Jha and K.V. Bhanu Murthy (2000) Sustainability: Behavior, Property Rights and Economic Growth. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=235608

Additional Readings

1. Murthy. K.V. Bhanu and Sakshi Gambhir (2017). 'International trade and foreign direct investment: empirical testing of the trade-environment triangle'. *Transnational Corporations Review*, 9(2), 122-134.
2. Murthy, K.V. Bhanu and Sakshi Gambhir (2018). 'Analyzing Environmental Kuznets Curve and Pollution Haven Hypothesis in India in the Context of Domestic and Global Policy Change'. *Australasian Accounting, Business and Finance Journal*, 12(2), 134-156.

BA D 312:

Behavioural Economics

(L:3, T:1, P:0)

Course Objective:

This course will introduce the students to the fast-evolving field of behavioural economics. The course aims to explain the principles and methods of behavioural economics while contrasting them with standard economic models. It highlights the importance of cognitive ability, social interaction, moral incentives and emotional responses in explaining human behaviour and economic outcomes. The course includes the applications of behavioural economics in public policy, game theory and finance.

Syllabus:

Unit 1

Introduction to Behavioural Economics: nature of Behavioural economics: methodological approach: origins of behavioural economics; neo-classical and behavioural approaches to studying economics; nudge theory and its applications in public policy

Unit 2

Microeconomic Foundations of Behavioural Economics: Decision-making under risk and uncertainty: reference dependence and loss aversion: intertemporal decision making

Unit 3

Behavioural Game Theory: Nature of behavioural game theory; mixed strategies; bargaining; social preferences: altruism, envy, fairness and justice; intentions, reciprocity and trust; limited strategic thinking

Unit 4

Behavioural Finance: Beliefs, biases and heuristics in financial markets; behavioural aspects of individual investing; behavioural corporate finance

Text Books:

1. Erik Angner. A Course in behavioural Economics, Palgrave Macmillan 2012
2. Richard Thaler and Carl Sunstein, Nudge: Improving Decisions about Health, Wealth and Happiness, Penguin UK 2009
3. Behavioral Finance, William Forbes, Wiley, 2009
4. Nick Wilkinson and Matthias Hales, An Introduction to Behavioural Economics, 2nd Edition, Palgrave Macmillan 2012.

BA D 314:

Financial Economics

(L:3, T:1, P:0)

Course Objective:

This course introduces students to the economics of finance. Some of the basic models used to benchmark valuation of assets and derivatives are studied in detail; these include the CAPM, and the Binomial Option Pricing models. The course will provide students an introduction to corporate finance.

Syllabus:

Unit 1

Investment Theory and Portfolio Analysis: Deterministic Cash Flow Streams: Basic theory of interest: discounting and present value; internal rate of return; evaluation criteria; fixed-income securities: bond prices and yields; interest rate sensitivity and duration; immunisation; the term structure of interest rates; yield curves; spot rates and forward rates. CAPM: The capital market line; the capital asset pricing model; the beta of an asset and of a portfolio; security market line: use of the CAPM model in investment analysis and as a pricing formula

Unit 2

Options and Derivatives: Introduction to derivatives and options; forward and futures contracts: options: other derivatives; forward and future prices; stock index futures; interest rate futures; the use of futures for hedging: duration-based hedging strategies; option markets; call and put options; factors affecting option prices; put-call parity; option trading strategies: spreads; straddles; strips and straps; strangles; the principle of arbitrage: discrete processes and the binomial tree model; risk neutral valuation

Unit 3

Corporate Finance: Patterns of corporate financing: common stock; debt; preferences; convertibles; capital structure and the cost of capital; corporate debt and dividend policy; the Modigliani-Miller theorem; the efficient market hypothesis

Text Books:

1. David G. Luenberger, Investment Science, Indian edition, 2012
2. Basu. Sankarshan. Hull. John C., Options. Futures and Other Derivatives. Pearson Education. Inc. 8th edition. 2013
3. Brealey, Richard A., Myers, Stewart. C., Allen. Franklin, Mohanty. Pitabas. Principles of Corporate Finance. Tata McGraw-Hill Education, 10th edition, 2013
4. Bodie, Kane & Marcus, Investments, Tata McGraw-Hill Company Limited, 10th edition.

BA D 315

Agricultural Economics

(L:3, T:1, P:0)

Course Objective: The aim of the course is to give an understanding of economic perspective of analysing the agricultural problems. It gives an overview of income, employment, marketing and pricing issues centred to Indian Agricultural system.

Syllabus:

UNIT I

Introduction: Scope and Subject matter of Agricultural Economics, Nature and Utility of Agricultural Economics, Role and Importance of Agriculture in National Economy: share in National income. Source of livelihood, Employment. Industrial development and trade

UNIT II

Issues in Indian Agriculture Farm capital structure in Agriculture and its changes, Issues on Capital formation in Indian agriculture, Mechanization of Agriculture, Employment and Unemployment in agriculture

UNIT III

Agricultural Marketing and Pricing: Characteristics of primary agricultural markets in India. Regulated markets and market intervention. Marketing efficiency, Marketed and Marketable surplus. Farm prices. Trends in relative prices of farm products: Behaviour of marketed surplus, Price policy in India.

References:

- Andrew Barkley and Paul W. Barkley (2013), Principles of Agricultural Economics, Routledge Publication.
- Kannan, E. and Sundaram, S., 2011, Analysis of Trends in India's Agricultural Growth, Working Paper 276, ISEC, Bangalore

- Kumar, A., Singh, K.M. and Sinha, S., 2010, Institutional Credit to Agriculture Sector in India: Status, Performance and Determinants, Agricultural Economics Research Review, Vol. 23, July-December 2010, pp. 253-264.
- Acharya and Agarwal, 1987. Agricultural Marketing in India, Oxford & IBH Publishing Company.
- Dev, S.M. and Rao, N.C., 2010. Agricultural Price Policy. Farm Profitability and Food Security. Economic and Political Weekly. Vol. 45, Nos. 26 & 27, 53. pp. 174-182.
- Rao, V.M., 2001, The Making of Agricultural Price Policy: A Review of CACP Reports, Journal of Indian School of Political Economy, Vol. 13, No. 1, Jan-March, pp. 1-28.

BA D 316:

Game Theory

(L:3, T:1, P:0)

Course Objective:

This course introduces the students to elementary game theory under complete information, the concepts of repeated games and games with incomplete information. The course also studies the applications of game theory in analysing moral hazard, adverse selection and signalling problems.

Syllabus:

Unit 1

Normal and Extensive Form Games with Complete Information: The normal form: dominant and dominated strategies; dominance solvability; mixed strategies; Nash equilibrium; symmetric single population games: applications. Extensive form games with perfect information: The game tree; strategies; subgame perfection: backward induction in finite games; commitment; bargaining; other applications

Unit 2

Games with Incomplete Information: Simultaneous move games with incomplete information (Bayesian games): Strategies; Bayesian Nash equilibrium; auctions; other applications. Extensive form games with imperfect information: Strategies; beliefs and sequential equilibrium; applications

Unit 3

Information Economics: Adverse selection; moral hazard; signalling games

Text Books:

1. M. J. Osborne. An Introduction to Game Theory, Oxford University Press, New Delhi, 2004
2. H. Gravelle and R. Rees, Microeconomics, Pearson Education, 2nd edition, 1992

Annexure 1.2: REVISED SYLLABUS OF GENERAL ELECTIVE COURSES (GECs)

SEMESTER 1

BAG 101

Principles of Management

(L;4-T;0-P;0)

Course Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

SYLLABUS:

Unit I:- Introduction: Concept, Nature, Process and Significance of Management; Managerial levels, skills. Functions and Roles; Management vs. Administration; Coordination as Essence of Management; Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.

Unit II :-Planning: Nature, Scope and Objectives of Planning; Types of plans; Planning Process; Business Forecasting; MBO: Concept, Types, Process and Techniques of Decision-Making; Bounded Rationality. Organizing: Concept, Nature, Process and Significance; Principles of an Organization; Span of Control; Departmentation; Types of an Organization; Authority, Responsibility; Delegation and Decentralization; Formal and Informal Organization.

Unit III:-Staffing: Concept, Nature and Importance of Staffing. Motivating and Leading: Nature and Importance of Motivation; Types of Motivation; Theories of Motivation: Maslow, Herzberg, X, Y and Z; Leadership: Meaning and Importance: Traits of a leader: Leadership Styles – Likert's Systems of Management. Tannenbaum & Schmidt Model and Managerial Grid.

Unit IV:- Controlling: Nature and Scope of Control; Types of Control; Control Process; Control Techniques -- Traditional and Modern; Effective Control System. Communication: Basic Forms of Communication, Process of Communication, Principles of Effective Business Communication, 7Cs; Media of Communication: Types of Communication: Barriers of Communication.

Text Books:

- S.P. Robbins, "Fundamentals of Management: Essentials Concepts and Applications", Pearson Education, 2014.
- D. Gilbert, J.A.F. Stoner and R.E. Freeman, "Management", Pearson Education, 2014. • H. Koontz, "Essentials of Management", McGraw Hill Education, 2012.
- C. B. Gupta, "Management Concepts and Practices", Sultan Chand and Sons, New Delhi, 2012.
- A. W. Ghillyer, "Management- A Real World Approach". McGraw Hill Education, 2010
- K. Mukherjee, "Principles of Management", McGraw Hill Education, 2012

Course Objectives:

1. Introduce the students to the field of business
2. Develop an understanding of the business processes, management and its functional areas
3. To understand the forms of organisation, the offline and e-commerce business platforms,
4. To appreciate the entrepreneurship process and ecosystem.

Unit 1: Business and its Environment

Role of Business in the Economy Global business environment. Forms of business organization. Limited and Unlimited Liability: L.I.P. Entrepreneurship - stages, characteristics, policy and schemes; Business Ethics and Corporate Responsibility.

Unit 2: Principles of Management

Definition and Functions of Management: Planning, Organizing, Staffing, Directing and Controlling. Management Process. Early Thinkers in Management – Taylor and Fayol. People Management. Motivation. Content Theories: Maslow and Herzberg; Process Theories. Organizational Structures – Types.

Unit 3: Accounting and Financial Management

Basic concepts in accounting, debt and credit, balance sheet, income statements, cash flows. financial statement. acid ratios. time value of money and return on investment. Three functions of Financial Management. Financial institutions. banks and NBFIs; Functions of the stock exchange.

Unit 4: Marketing and Sales

Role of marketing in a business. De-marketing, negative marketing, social marketing and societal marketing. Marketing plan. Marketing process, segmentation targeting and positioning. The Marketing Mix Strategy: 4 Ps. Consumer behavior stages. Concept of customer value and satisfaction. Product and new development process. Elements of a brand. Digital marketing and social media marketing.

Textbook:

1. Laura Dias and Amit Shah, Introduction to Business, 2012, McGraw Hill Education: New Delhi. ISBN-10: 125902864X, ISBN-13: 978-1121085084

Suggested Reference books:

1. Ebert. R. J. & Griffin. R. W. (2015). Business Essentials (10th ed.) Upper Saddle River, NJ: Pearson Education. Inc. ISBN-13: 978-0-13-345442-0
2. Nickels, W. G., McHugh, J., & McHugh, S. (2015). Understanding Business 11th ed. Irwin, McGraw-Hill New York. ISBN 9780259310034.
3. Bovee, Courtland L. & Thill, John V. Business in Action, 5th edition, 2011 (FGCU Custom Ed) ISBN: 13-978-0-13-213965-6
4. Madura. Jeff. Introduction to Business, 3rd Edition, 2003, South-Western, USA. ISBN-10: 0324186266: ISBN-

SEMESTER 2

BAG 103

Financial Markets and Institutions

(L;4-T;0-P;0)

Course Objectives: The course aims to introduce students to the basic concepts of Financial Markets & major Financial institutions. The course will help in familiarizing students with components of Indian Financial system, its various phases of development, reforms in financial markets, various components & instruments of financial markets.

SYLLABUS

Unit 1: Financial System

Components, features and structure of financial system, role of financial system in the economic development of a country. Linkage between savers and users of funds

Indian Financial System – Reforms in Indian Financial system and phases of growth of Indian Financial System

Unit 2: Financial Markets

Capital Markets – Functions, organization and instruments of Capital Markets. New Issues markets, stages and methods of flotation of securities. Secondary markets – Introduction, role of stock exchange in the economic development. Market instruments and intermediaries. Advent of Algo trading and High frequency data in Capital Markets.

Money Markets – Functions, organization, and major instruments of Money markets.

Unit 3: Financial Institutions

Indian banking industry – RBI – Introduction, regulatory role of Reserve Bank of India, commercial banking, features, instruments, recent developments, Development Financial Institutions, overview and role in Indian economy.

New-Age Banking - Evolution of Payments Banks, Small-Savings Banks, UPI Interface and Digital Payments. Economy and increased money velocity in the age of cashless transactions, Pay Wallets and Smart money.

Unit 4: Mutual Funds – Introduction, organization, structure, functions played by Mutual Funds.

Unit 5: Hybrid Financial services –

Introduction, development and organisation - Merchant banking & Investment banking, credit rating, venture capital, hire-purchase, housing finance, factoring.

Suggested readings:

1. M.Y. Khan. Indian Financial System, McGraw Hill Education (India) Private Limited, 2013.
2. N. K. Gupta. M. Chopra, Financial Markets, Institutions & Services, Ane Books Pvt. Ltd., 2013.
3. Jeff Madura. Financial Markets & Institutions, Cengage Learning. 12th Edition.

BAG 104

Marketing Management

4-0-0

Course Objective

The objective of this course is to familiarize the students with the foundation terms and concepts that are commonly used in marketing. It also identifies the essential elements for effective marketing practice. This course will teach the students about complete relationship between marketing and other management functions.

Unit I

Introduction to Marketing

Nature, Scope and Importance of Marketing, Basic concepts, Marketing Environment.

Marketing Strategy

Unit II Concepts in Marketing

Marketing Research – Introduction to research, qualitative and quantitative techniques, sampling techniques

Consumer Behaviour – Factors affecting consumer behaviour, Consumer Decision Making Process

Market Segmentation, Targeting and Positioning –Types of segmentation, Targeting Strategies, Positioning for competitive advantage

Unit III Marketing Mix

Product: Product Levels, Product Strategy, Product Development, Product Lifecycle and Product Mix.

Pricing Decisions: Designing Pricing Strategies, Pricing Techniques.

Place: Types of Channels. Channel Strategies, Designing and Managing Marketing Channel, Retailing, Physical Distribution, Marketing Logistics and Supply Chain Management.

Promotion: Push vs. Pull Strategy; Promotional Objectives, Advertising- Meaning and Importance, Media Decisions, Promotion Mix, Personal Selling-Nature, Importance and Process, Sales Promotion – Purpose and Types; Publicity and Public Relations- Definition, Importance and Methods.

Unit IV

Emerging Issues in Marketing: Integrated Marketing, Online Marketing, Rural Marketing, Social Marketing, Green Marketing, Ethics in Marketing

Text Books

1. Kotler, Armstrong, Agnihotri and Haque, (2012), Principles of Marketing- A South Asian Perspective, Pearson Education.
2. Ramaswamy and Namkumar, S., (2013), Marketing Management Global Perspective: Indian Context, McMillan, Delhi.

BAG 105

Trade Policy: Procedures and Practices

4-0-0

Course Objective: This course is a basic course in Foreign Trade as a base course in International Business area. The purpose is to familiarize the students with India's Trade Pattern, Policies and Procedure. They would know details of export marketing and trade finance rules, documents, and procedures.

Unit I: Foreign Trade Trends and Policy

1. Introduction to Foreign trade: India's foreign trade, Growth, Composition and Direction, Recent Trends in India's Foreign Trade.
2. Foreign Trade Policy: Salient Features of India's EXIM Policy Export Processing Zones: 100 % Export Oriented Units: Free Trade Zones, Special Economic Zones, Export Promotion Industrial Parks.
3. Institutional Setup for Export Promotion: EIC and EIA, ITPO, DGFT, IIFT.

Unit II: Export Marketing

1. Steps for exporting or export production. Shipment or export assistance and facilities. Export production procurement and pre shipment inspection.
2. Pricing for Exports – Price quotations, Transfer pricing, counter trading, and payment terms.

3. Need, rationale and types of export documents. Obtaining export and import licenses. (IEC): Procedures, Forms, Fees, and modalities

Unit III: Trade Finance

1. Pre shipment finance, Post shipment Finance, External Commercial Borrowings (ECB), Post shipment credit on deferred payment terms, Post shipment advances against duty drawback entitlements.
2. Export Payment Terms: Letter of credit: Types of L/C, Bill of Exchange, Letter of Understanding.
3. Role of Acceptance houses and discount houses, **Factoring** and Forfaiting. Receivables Discounting and Asset Backed Finance.

Readings:

1. Paras Ram and Nikhil Garg (2017). Export: What, Where and How? Anupam Publications. New Delhi.
2. Varshney R.L. and B. Bhattacharya (2015). International Marketing Management. An Indian Perspective, Sultan Chand and Sons. New Delhi.
3. Varshney R.L. and S. Bhashyam (2009). International Financial Management. An Indian Perspective. Sultan Chand and Sons, New Delhi.
4. Francis Cherunilam (2015). International business. Himalaya Publications. New Delhi.

BAG 106

Human Resource Management

4-0-0

Unit-1: Human Resource Management: Concept and Functions, Role, Models, Status of HR, HR Policies, Evolution of HRM. Emerging Challenges of Human Resource Management; workforce diversity, empowerment, Downsizing: VRS.

Unit-2: Human Resource Planning: Human Resource Planning- Quantitative and Qualitative dimensions: Recruitment – Concept and sources; (E-recruitment, recruitment process outsourcing, etc.); Selection – Concept and process; test and interview; placement induction. Job analysis – job description and job specification; job design: Job Enlargement; Job Enrichment and flexitime.

Unit-3: Training and Development: Concept and Importance; Identifying Training and Development Needs: Designing Training Programmes; Role Specific and Competency-Based Training; Evaluating Training Effectiveness; Management Development

Unit-4: Performance appraisal: Nature and objectives; Techniques of performance appraisal; potential appraisal and employee counseling; Internal mobility – promotions, demotion, transfers, and separation. Compensation: concept and policies; job evaluation.

Text Books:

- Dessler, G. & Varkkey B., (2015), "Human Resource Management", (14th Ed.), Pearson Education.
 - Denisi, A., Griffin, R. and Sarkar, A. (2014), "Human Resource Management", Cengage Learning (India Edition).
- Reference Books:
- DeCenzo, D. A. and Robbins. S. P. (2011). "Fundamentals of Human Resource Management". (10th ed.). John Wiley.
- Torrington, D. (2014), "Human Resource Management", (9th ed.), Pearson Education.
 - Lepak, D. & Gowan M. (2009). "Human Resource Management", Pearson Education.

SEMESTER 3

BAG 201

Financial Management

4-0-0

Course Objectives: The objective of the course is to acquaint the students with the overall framework of financial decision- making in a business unit. It would try to develop skills for interpretation of business information and application of financial theory in financing related decisions and develop the analytical skills by associating the tools and techniques with the situation.

Unit 1 Financial management

Introduction to financial management, objectives of financial management. Changing role of finance managers. Interface of Financial Management with other functional areas. Profit Vs. Wealth Maximization

Emerging Issues in financial management:

Risk management, Behavioral finance and financial engineering. Introduction to Financial System. Financial markets, Financial Instruments, Financial institutions and financial services. Introduction to derivatives.

Unit 2 Time value of money

Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest

Unit 3 Cost of Capital

Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem)

Unit 4 Investment decisions

Capital budgeting process, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return (Theory & Problem). Capital rationing; Risk analysis in capital budgeting (Theory only)

Unit 5 Working capital management

Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm. Preparation of Cash Budget, Inventory Management: EOQ Problem

Unit 6 Capital structure and dividend decisions

Planning the capital structure. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.

Suggested Readings

1. Van Horne, J.C.. Financial Management and Policy. Prentice Hall of India.
2. Khan. M. Y., and Jain., P. K Financial Management, Text and Problems, Tata McGraw Hill New Delhi,
3. Rustogi, R. P., Basic Financial Management, Sultan Chand and Sons, New Delhi.
4. Chandra, Prasanna ,Financial Management-Theory and Practice, Tata McGraw Hill.

BAG 202

E-Commerce

4-0-0

Course Objective:

The course imparts understanding of the concepts and various application issues of e-commerce like Internet infrastructure, security over internet, payment systems and various online strategies for e-commerce.

Unit I

Introduction to E-Commerce: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce. E-Commerce in India., Web Based Tools for Electronic Commerce, e-Marketing, Intranet, Composition of Intranet. Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange. Electronic Data Interchange Communication Process.

Unit II

Security Issues in e-business: Basic E-Commerce Security issues, Electronic Commerce Threats, E-Commerce Security Strategy. Encryption, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Firewalls. Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

Unit III

Electronic Payment System: Concept of e-Money, Internet Banking, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Infrastructure Issues in EPS, Electronic Fund Transfer.

Unit IV

E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce, Basics of Internet Enabled SCM-e Supply Chain, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.

Text Books:

- E. Turban, D. King, D. Viehland, J. Lee, "Electronic Commerce - A Managerial Perspective". Pearson Education, 2012.
- B. Bhaskar, "Electronic Commerce Framework, Technologies and Applications", Tata McGraw Hill, 2013. P- 23
- M. Eliás, "Electronic Commerce From Vision to Fulfillment", PHI Learning, 2010.

- D. Chaffey. "E-Business and E-Commerce Management- Strategy, Implementation and Practice". Pearson Education, 2013.
- P. T. Joseph. "E-Commerce – An Indian Perspective", PHI, 2012.
- S. Gary "Electronic Commerce". Cengage Learning, 2014.

BAG 203 Logistics and Supply Chain Management

4-0-0

Course Objectives:

The objectives of this course are to provide the student with:

1. An understanding of the primary differences between logistics and supply chain management
2. The discipline of supply chain management, which enables firms to better coordinate information and materials flows, and customer service activities relevant to purchasing, logistics, and operations processes that occur along a supply chain
3. An understanding of the tools and techniques useful in implementing supply chain management
4. Knowledge about the recent issues in supply chain management
5. How supply chain management impacts all of the areas and processes of the firm

Unit 1: Introduction

Supply Chain management: Basic Concept & Philosophy of Supply Chain Management; Essential features, objectives and needs, importance, value chain, components of supply chain, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples, Green SCM & its importance, Role of Computer / IT in Supply Chain Management, CRM Vs. SCM, Benchmarking concept, Outsourcing-basic concept

Logistics Management: Origin and Definition, types of logistics, Logistics as part of SCM, Logistics costs, different models, logistics subsystem, Inbound and Outbound logistics, Bullwhip effect in logistics, Transportation- role of transportation in logistics, Application of IT in logistics

Unit 2: Supply and Warehouse Management

Vendor selection, rating, Supply management, Warehouse management, JIT, Distribution

requirements planning (DRP) Warehousing – nature and importance, warehousing functions, layout and design of warehouse, role of packaging

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, ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Unit 3: 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.

Text Books:

- A. Rushton, P. Croucher, and P. Baker: The handbook of logistics and distribution management: Understanding the supply chain. Kogan Page Publishers, 2014.
- Donald J Bowersox, David J Closs and M Bixby Cooper, 2008, Supply Chain Logistics Management, 2nd edition, McGraw Hill.
- Charry, S.N (2005). Production and Operation Management- Concepts, Methods & Strategy. John Willy & Sons Asia Pvt . Limited.
- Donald J. Bowersox and David J. Closs, 2000. Logistical management-The integrated Supply Chain Process, 8th reprint, McGraw-Hill.

Reference Books:

- Wisner, J.D. (2016), Operations Management: A Supply Chain Process Approach, Sage Publications.
- Coyle, Bardi, Longley (2006), The management of Business Logistics – A supply Chain Perspective, Thomson Press.
- Wisner, J.D., Kean-Choon Tan, G. Keong Leong (2012). Principles of Supply Chain Management : A Balanced Approach, Cengage Learning.
- A. R.. Ravindran. and D.P. Warsing Jr.: Supply Chain Engineering: Models and Applications. CRC Press. 2012.
- S. Chopra and P. Meindl: Supply Chain Management, Upper Saddle River, N.J.: Pearson Prentice Hall, 2007.

Course Objective: The objective of this course is to make students familiar with basic concepts of human resource management and people related issues.

Unit 1: Introduction to Organizational Behaviour: Concept of Organizational Behaviour (OB)- Importance of Organizational Behaviour → Key Elements of Organizational Behavior. Role of Managers in OB- Interpersonal Roles-Informational Roles- Decisional Roles. Foundations or Approaches to Organizational Behavior. Challenges and Opportunities for OB

Unit 2: Introduction to Interpersonal Behaviour: Nature and meaning of Interpersonal Behaviour. Concept of Self, Transaction Analysis (TA), Benefits and uses of Transactional Analysis, Johari Window

Unit 3: Learning: Learning and Learning Cycle, Components of Learning, Theories of Learning

Unit 4: Introduction to Personality: Definition and Meaning of Personality - Importance of Personality. Determinants of Personality, Theories of Personality, Personality Traits Influencing OB

Unit 5: Motivation: Definition and Meaning, Theories of Motivation. Application of theories in Organizational Scenario

Unit 6: Leadership: Definition and Meaning, Theories of Leadership, Contemporary Business Leaders

Unit 7: Organizational Stress: Definition and Meaning, Sources of Stress. Types of Stress. Impact of Stress on Organizations. Stress Management Techniques

Unit 8: Organizational Conflict: Definition and Meaning, Sources of Conflict, Types of Conflict. Conflict Management Approaches

Text Books:

- Robbins, S.P. Judge, T.A., Vohra, N. (2016), "Organizational Behaviour", (16th Ed.). Pearson Education.
- Nahavandi, A., Denhardt R. B., Denhardt, J. V., Aristigueta M. P. (2015), "Organizational Behavior", Sage Publications.

Reference Books:

- Greenberg, J. and Baron, R.A. (2015), "Behaviour in Organization". Pearson Education.

- Newstrom, J.W. & Davis, K (2014), "Organizational Behaviour at Work", Tata Mc GrawHill.

Suggested Readings:

- George, J. M. & Jones, G.R. (2012), "Understanding and Managing Organizational Behaviour", (6th Ed.) Pearson Education.
- Nelson D.L., Quick, J.C. & Khandelwal, P. (2014), "Organizational Behaviour", (2nd Ed.), Cengage Learning.

SEMESTER 4

BAG 205

Investment Management

4-0-0

Course Objectives: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Unit-1 Investment

Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Unit 2 Securities Market:

Primary Market - Factors to be considered to enter the primary market. Modes of raising funds
Secondary Market- Major Players in the secondary market. Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

Unit 3 Risk and Return Concepts

Concept of Risk. Types of Risk- Systematic risk, Unsystematic risk. Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets. Concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier,

Unit 4 Valuation of securities

Bond- Bond features. Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

Unit 5 Macro-Economic and Industry Analysis

Fundamental analysis- EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis.

Company Analysis- Financial Statement Analysis, Ratio Analysis.

Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Problems in company analysis & Technical analysis)

Market Efficiency and Behavioural Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency. Empirical test for different forms of market efficiency.

Behavioural Finance – Interpretation, Biases and critiques. (Theoretical part only)

Suggested Readings

1. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
2. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
3. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cengage India Pvt. Ltd

BAG 206

Digital Marketing Analytics

L-T-P: 3-1-0

Course Objective

The objective of this course is to familiarize students with the fundamental concepts of digital marketing and its current evolutions. The course further aims to equip students with the knowledge of different facets of digital marketing including social media listening, search analytics, audience analysis and content analysis so that they can develop the ability to understand and leverage best practices for digital strategy.

Course Outcomes

- Describe digital media landscape and analyze how digital marketing can channelize marketing efforts in the right direction.
- Identify various metrics for different types of social media channels.
- List the key elements of a digital marketing strategy.
- Develop basic knowledge about different social media listening tools that are available to monitor online traffic to measure engagement and conversion for various marketing activities.
- Learn about SEO, search analytics, content analysis, and importance attribution modeling and identification of suitable target audience for different digital marketing campaigns.

Unit 1

Introduction: understanding the digital media landscape: digital media types, paid, owned and earned media: understanding digital analytics concepts: owned & earned social metrics, demystifying web data, searching for the right metrics, paid & organic searches, aligning digital and traditional analytics: traditional media monitoring, traditional CRM data.

Unit 2

Search engine optimization (SEO), different phases in SEO, SEO (white hat and black hat) tactics, display advertising: buying models, search engine advertising: concept of AdRank, AdAuction model. Multi-channel attribution and its different models.

Unit 3:

Social media listening evolution, social media listening and engagement tools: important features and considerations. Search analytics: basics of search, search analytics use cases, free tools. Content analysis: content audit and its checklist, real time analytics, content distribution and consumption.

Unit 4

Search analysis: search analytics for digital strategy, content strategy, planning and paid advertising. Return on investment: defining ROI, return on engagement, return on influence, return on experience, properly tracking ROI, Top-down revenue measurement and Bottom-up measurement approaches.

Text Books

- C. Hemann and K. Burbary, Digital Marketing Analytics: Making sense of consumer data in a digital world. Que Publishing, 2013.
- Dodson, Ian: The Art of Digital Marketing - The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Wiley

Reference Books

- Ryan, Damien: Understanding Digital Marketing. Kogan Page Limited. 2014
- Chaffey, D., Chadwik, F. E. (2015). "Digital Marketing: Strategy, Implementation and Practices", Pearson Education.
- Bendle, N.T., Farris, P.W., Pfeifer, P.E., Reibstein, D.J. Marketing Metrics, Pearson Education, Third Edition.
- S. Sorger, Marketing Analytics: Strategic Models and Metrics, Admiral Press, 2013.
- M. Sponder and G.F. Khan, Digital Analytics for Marketing, Routledge. 2017.

BAG 207

International Business

4-0-0

Objective: The objective of the course is to familiarize the students with the emerging global business environment. Also, the importance and dynamics of international including different modes of entry. It deals with global business operations and developments. The course is laid out in three Units. One on introductory concepts: the second unit is about Multinational Enterprise and the third is about international marketing and finance.

Unit I: Introduction to International Business

1. Introduction: Areas in International Business – International Trade, Finance, Marketing and Logistics. Globalization and its importance in world economy and the impact of globalization.
2. International Business Environment: Domestic Business Environment and Global Business Environment and their components - economic, cultural, and political-legal environments. Ease of Doing Business.
3. Globalization: Harmonization- Trade, Laws, Practices and Culture. World Trade Organization: IPRs and Sanitary and Phyto-Sanitary conditions.

Unit –II: Multinational Enterprise

1. Multinational Enterprise: Home and Host Country. Modes of entry into international business. Internalization and internationalization.
2. Organisational structure for international business operations; International business negotiations. Complexities of international business.
3. Developments and Issues in International Business: Outsourcing, Networks, Alliances, and International Supply Chains. Role of IT in international business; International business and ecological considerations.

Unit – III: International Finance and Marketing

1. Foreign Exchange Market: Exchange Rate determination - Purchasing Power Parity and Interest Parity. Exchange Rate – Quotation Notation and Rate.
2. Foreign Exchange Risk and Exposure: Transaction, Translation, Real Operating and Economic Exposure. Spot and Forward Rate: Risk Premium.
3. International Marketing: Scope and Significance of International Marketing, the strategic importance of international marketing.
4. Marketing Strategy: EPRG Framework, Four P's of international marketing. International vs. Global Marketing. Standardization vs. Adaptation. International market segmentation, targeting and positioning.

Readings:

1. Charles W.L. Hill, G. Tomas Hult and Rohit Mehtani, International Business. New Delhi: McGraw Hill Education. 2019.
2. Sak Onkvisit, John J. Shaw. International Marketing Analysis and Strategy. 4/e. Routledge. London. 2007.
3. Michael R. Czinkota. et al. International Business. J. Wiley. 2011.
4. Isobel Doole and Robin Lowe. International Marketing Strategy, 8/e. Thomson Learning. 2008.

5. Apte, G Prakash. "International Finance: A Business Perspective" Tata McGraw Hill Publishing Company Ltd., New Delhi, 2010.

BAG 208

Industrial Relations

GE, 4-0-0

1. Course Objective: To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.
2. **Unit I** Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.
3. **Unit II** Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.
4. **Unit III** Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.
5. **Unit IV** Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.
6. **Unit V** The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.

Text Books:

- S. C. Srivastava, "Industrial Relations and Labour Laws". Vikas Publishing House, 6th Ed., 1982. •
- T. N. Chhabra, "Industrial Relations and Labour Laws", Dhanpat Rai Publishing House, 2015.

Annexure 2.1: Revised syllabus of BBA 105: Computer Application

BBA 105: Computer Application	4-0-0
Course Objectives: This is a basic paper for students to familiarize them with computer and its applications in the relevant fields and exposes them to other related papers of IT.	
Unit I Basics of Computer: Characteristics of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware), Function of Different Units of Computer, and Classification of Computers. Computer Memory: Primary Memory, Secondary memory. Introduction to MS-Word, MS-Excel / Spread Sheets. Advanced Excel: Introduction, features, applications and advanced functions of Excel. IT Applications: Application of information Technology in Railways, Airlines, Banking, Online Banking System, Insurance, Inventory Control, Financial systems, Hotel management, Education, entertainment and health.	
Unit II Operating System Concepts: Types of Software, Introduction to Operating System: Function of Operating System, Types of Operating Systems, Memory management, Booting Procedure, Important Terms like Directory, File, Volume, Label, Drive Name. Introduction to GUI using Windows Operating System, Compiler, Interpreter and assembler.	
Unit III Data Representation: Different Number System (Decimal, Binary, Octal and hexadecimal) and their inter conversion, Database Management System: Introduction to Database Management System (DBMS), Structure of a DBMS and Advantages of DBMS, Difference between file-based systems and DBMS.	
Unit IV Data Communication and Computer Networks: Data communication concepts, types of communication media, Concepts of Computer Networks, Network topologies, Networking devices, OSI model, Internet, Intranet and Extranets; Applications of internet, Basics services over Internet like WWW, FTP, IP addresses, ISPs, URL, Domain Names, Web Browsers, Internet Protocols, Search Engines, e-mail, Protection & Security, Goals of Protection and Security, Concept of Encryption & Decryption, Virus, Worm, Antivirus, Firewall.	
Text Books: <ul style="list-style-type: none"> • A. Leon & M. Leon, "Introduction to Information Technology", Vikas Publishing House, 2012. • Sinha, K. Pradeep, "Foundations of Computing", BPB Publisher, 2012 • Joseph A. Brady and Ellen F Monk, "Problem Solving Cases in Microsoft and Excel", Thomson Learning, 2012. 	

Annexure 2.2: Revision of Discipline Specific Electives (DSE) in BBA

DSE BBM03 Strategic Brand Management

Course Code: BBM03

Credit - 4

Course Objectives:

1. To describe the meaning and role of brand in modern marketing
2. Develop a consumer centric approach to building a brand and measuring brand equity.

Course Outcomes:

- Explain branding concepts and ideas in their own words
- Understand and conduct the measurement of brand equity and brand performance
- Practically develop a brand, including positioning and communication
- Prepare a professional, logical and coherent report in the form of a brand audit
- Deliver an oral presentation in a professional, engaging manner

Course Outline

Unit 1 Introduction to Branding	Nature and Importance of Brand:
	Brand vs. Generics
Unit 2 Concepts in Brand Development	Brand Identity & Brand Personality models: Aaker, Kapferer
	Brand Image/Positioning
	Brand Knowledge Structure and Brand Elements
	Keller's Consumer Based Brand Equity, Brand Relationships & Brand Valuation
	Measuring Brand Performance: Brand Profitability, Brand Tracking, Brand Metrics and Brand Audit
Unit 3 Brand Strategy	Brand Portfolio Strategy/Brand Architecture
	Brand Extensions
	Brand Revitalization and Lifecycle Management
	Celebrity Endorsements
	Pricing and Promotional Effects on Brands
Unit 4 Perspectives on Brands	Managing Brands across time, locations and cultures
	Personal Brands, Nation Brands, Store Brands
	Nation Brands
	Brand Mythology
	Brand Co-creation, Digital Brand Experiences & Brand Engagement, Brand Communities
	Challenges and Opportunities – The future of branding

Text books:

- Keller K. L, Swaminathan (2020), Strategic Brand Management, 5/e, Pearson Education.
- Product and Brand Management, (2016) Tapan K Panda, Oxford University Press India. (latest)
- Rosenbaum-Elliott, Percy, Pervan (2018) Strategic Brand Management, 4th edition. Oxford University Press
- Kapferer, (2015) New Strategic Brand Management, 5th edition, Kogan Page (latest)

Reference Books

- Ries, Trout (2003) Positioning the battle for your mind, Tata McGraw Hill
- Building Brand Value : Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006. New Delhi: Tata McGraw Hill

Course Objectives

1. To understand the concept and principles of advertising and integrated marketing communications
2. To analyze various communication media and the costs associated with them.
3. To understand the significance and challenges of designing an integrated marketing media strategy

Course Outcomes

- Describe the elements of contemporary marketing communications – the tools, the players, the scope and future direction of the marcoms industry including the different ways in which marketers communicate with their target audiences.
- Demonstrate a solid grounding in the principles of marketing communications and promotions management.
- Apply this understanding to marketing communications in business, social and governmental contexts. Clearly articulate each component of the marketing communications plan
- Analyze specific marketing communications problems, and devise sound and practical solutions to these problems.
- Collaborate effectively with your team members to plan marketing communications in a comprehensive and integrated manner.
- Develop analytical and creative skills necessary to prepare a marketing communications plan.
- Critically analyze the issues and controversies in the field of marketing communications.
- Communicate ideas in a succinct and clear manner.

Course Outline

Unit 1 Introduction to IMC:	Concept, communication mix, role at different stages of PLC
	Marketing Communications Processes & Consumer Response Models: Basic model of communication, Response Hierarchy models and alternatives, FCB Planning Grid, Cognitive Response Model, Elaboration Likelihood Model of Persuasion
Unit 2 Strategic Planning for IMC	Basis of strategic planning: USP, Brand Image & Personality, Positioning
	Strategic planning: target profiling, objective determination, DAGMAR approach, budget setting
	Strategic planning for advertising: advertising appeals, advertising campaign and media briefs.
	Advertising research; Evaluation of campaign effectiveness, metrics and ROI
Unit 3 Designing & Implementing IMC	Creative strategies, message design; Source, Message & Channel factors
	Media channels & their characteristics
	Overview of media planning, media strategies: scheduling, target market coverage, reach vs frequency
	Marketing communications budgets;
Unit 4 Marketing	B2B communications

Communications Mix	Sales promotions
	Marketing Public Relations
	Personal Marketing: Direct Marketing; CRM; Relationship Marketing
	Experiential Marketing: sponsored events, exhibitions & trade fairs etc
	Moment of Truth Marketing: Brand Identity, Packaging & Retail Media
	Influence Marketing: Digital, Social & Interactive Media
Unit 5 Perspectives on Advertising	Global & Cross-cultural Marketing Communications:
	Changing role of advertising agencies
	Ethics in IMC

Recommended Textbooks

- Clow, K.E. and Baack, D. (2018), Integrated Advertising, Promotion, and Marketing Communications. 8th edition. Pearson Education.
- Belch, Belch (2020) 12th Edition, Advertising and Promotion: An Integrated Marketing Communication Perspective, McGraw-Hill, Sydney
- Chitty, Luck. Barker. Sassenberg, Shimp. Andrews (2018), 5th Edition. Integrated Marketing Communications. Cengage Learning. 9780170191548
- O'Guinn, Allen. Scheinbaum, Semenik (2019) 8th edition, Advertising & Integrated Brand Promotion. Cengage Learning
- Advertising Management – Jaishri Jethwaney & Shruti Jain (2013 – 2nd edition) , Oxford University Press India (latest)

BBH 08 Organizational Development

Objective: Dynamic business world necessitates corresponding changes in the organization. This course aims to familiarize students with the theory and practice of planned change, organizational and development.

Unit I: Organizational Development: Definition, Concept, Nature, Characteristics, and Process of Organization Development, Organizational Change Theories and Models, Organizational Change process. Values, Ethics and assumptions of OD

Unit II: The Diagnostic Process: Diagnosis: At the Organization, Group, and Individual Level. Data Collection Process. Diagnostic Methods. Challenges in Diagnosis, Diagnostic Information Feedback: Survey Feedback.

Unit III: OD Interventions: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building. Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Career Planning, MBO.

Unit IV: Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment. Socio-technical Systems. TQM and Quality Circles, Culture Change, Self –Designing Organizations, Learning Organizations.

Text books:

- Cummings, T. G. & Worley C. G. (2014), "Organizational development and Change", (10th Ed.) Cengage Learning.
- Brown, D.R. & Harvey, D. (2013), "An Experiential Approach to Organization Development" Pearson Education.

Reference Books:

- French, W., Cecil H. Bell & Jr. (2004). "Organizational Development". Prentice Hall of India Pvt. Ltd.
- Jones, B.B. & Brazzel, M (2014), "The NTL Handbook of Organizational Development and Change: Principles, Practices and Perspectives", (2nd Edition), Wiley.

BBH09 Strategic Human Resource Management

Objective: The course aims at developing a strategic perspective on human resource management. It will enable students to distinguish between a strategic approach to human resources and the traditional functional approach. The student is aspired to understand the relationship of HR strategy with overall corporate strategy.

Unit I: Introduction to Strategic HRM: Traditional V/s Strategic HR, 'Best fit' approach V/s 'Best practice' approach, HR strategy and environmental context, Investment perspective of human resources. HR Strategy Formulation.

Unit II: Development of alignment between HR systems and business strategies, HRM as a source of competitive advantage, Alternative HR systems: universalistic, contingency configurational, Congruence and Integrated HR systems, Designing congruent HR systems.

Unit III: Strategic HR Planning: Strategies for employee shortages, Strategies for employee surpluses, HR strategy for training and development, integrated learning with performance management system and compensation, HR Strategy in workforce utilization, Strategic compensation.

Unit IV: Strategic HRM in emerging HR issues: HR Strategy in workforce diversity, virtual teams, flexi-timing and telecommuting HR outsourcing contingent and temporary workers, Global sourcing of labor, Expatriation and repatriation management in global HRM, Gender discrimination and Glass ceiling effect. Employee engagement strategies, Talent management and retention.

Text Books:

- Truss, C., Mankin, D., Kelliher, C. (2012), "Strategic Human Resource Management", Oxford.
- Darwish, T.K. (2013), "Strategic HRM and Performance: Theory and Practice", Cambridge Scholars Publishing.

Reference Books:

- Rees, C. & Edwards, T. (2010), "International Human Resource Management", (2nd Ed.), Pearson Education.

Reference Books:

- Mello, J.A. (2011), "Strategic Management of Human Resources", (3rd Ed.), Cengage Learning India Pvt. Ltd.
- Dowling, P.J. & Welch, D.E. (2010), "International Human Resource Management: Managing People in a Multinational Context". Cengage Learning India Pvt. Ltd.

BBH06-Cross-Cultural and International Human Resource Management

Unit I: Understanding Culture : Introduction, Key Concepts, of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Studies of National Culture, Impact of culture on international business environment, Hofstede's approach.

Unit II: Managing diversity: diversity and organizational culture, Approaches to managing diversity, Diversity management programme, Training: cross cultural training, Cultural assimilators, Diversity training, Cross cultural team building, Impact of cultural issues on flexibility and work life balance.

Unit III: Internationalization of HR Activities: Types of International Business, inter country differences affecting HRM, causes for International assignments failure. Limitations and advantages of host country nationals (HCN), Parent country nationals (PCN) & Third country national (TCN): International Staffing Policy, Selecting International Managers, Adaptability & Screening, Managing Knowledge Workers, Recruitment and Selection, Approaches to multinational staffing, Approaches to expatriate compensation: Going rate approach, Balance sheet approach. Cultural impact on compensation policy.

Unit IV Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective. International industrial relations: Labour unions and MNC, Employee relations in MNC. Response of labour unions to MNC. Training & Maintaining International Compensation, Training for Expatriate Managers. National Differences in Compensation, Expatriate Performance Management, Repatriation.

Text Books:

- Dowling, P. J., Festing, M and Engle, A. D. (2017), "International Human Resource Management", 7th edition, Cengage Publisher.
- Browaey, M. J., and Price, R. (2016), "Understanding cross cultural management", 3rd edition, Prentice Hall.
- Aswathappa, K. and Dash, S. (2017), "International Human Resource Management", 2nd edition, Mcgraw Hill Publisher

BBS01-Game Theory

4-0-0

Course Objective:

This course introduces the students to elementary game theory under complete information, the concepts of repeated games and games with incomplete information. The course also studies the applications of game theory in analysing moral hazard, adverse selection and signalling problems.

Syllabus:

Unit 1: Decision under uncertainty

Decision making without and with experimentation. Decision Trees. Utility theory. Decision under risk: expected value, expected value - variance, aspiration - level, and most likely future criteria. Decision under uncertainty: Laplace and Minimax (Maxmin) criteria.

Unit 2: Concepts of Game problem

Two- person zero-sum game. Pure and Mixed strategies. Saddle point and its existence. Fundamental Theorem of Rectangular games. Concept of Dominance. Dominance and Graphical method of solving Rectangular games. Relationship between rectangular game and Linear Programming Problem.

Unit 3: Normal and Extensive Form Games with Complete Information

The normal form; dominant and dominated strategies; dominance solvability; mixed strategies; Nash equilibrium; symmetric single population games: applications. Extensive form games with perfect information: The game tree; strategies; subgame perfection: backward induction in finite games; commitment; bargaining; other applications

Unit 4: Games with Incomplete Information

Simultaneous move games with incomplete information (Bayesian games): Strategies; Bayesian Nash equilibrium; auctions; other applications. Extensive form games with imperfect information: Strategies; beliefs and sequential equilibrium; applications

Text Books:

3. M. J. Osborne. An Introduction to Game Theory, Oxford University Press, New Delhi, 2004
4. H. Gravelle and R. Rees. Microeconomics, Pearson Education, 2nd edition, 1992
5. M. D. Resnik: Choices- An introduction to Decision Theory, University of Minnesota Press, 1987.
6. J. W. Pratt, H. Raiffa, R. Schlaifer: Introduction to Statistical Decision Theory, The MIT Press, 1995.
7. Hamdy A. Taha: Operations Research-An Introduction, Prentice Hall, 9th Edition, - 2010.
8. F.S. Hillier and G.J. Lieberman : Introduction to Operations Research- Concepts and Cases, 9th Edition, Tata McGraw Hill, 2010.

Logistics and Supply Chain Management- BBS02

4-0-0

Course Objectives:

The objectives of this course are to provide the student with:

1. An understanding of the primary differences between logistics and supply chain management
2. The discipline of supply chain management, which enables firms to better coordinate information and materials flows, and customer service activities relevant to purchasing, logistics, and operations processes that occur along a supply chain
3. An understanding of the tools and techniques useful in implementing supply chain management
4. An understanding of analysis of Inventory/stock level

Unit 1: Introduction

Supply Chain management: Basic Concept & Philosophy of Supply Chain Management; Essential features, objectives and needs, importance, value chain, components of supply chain, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples, Green SCM & its importance

Logistics Management: Origin and Definition, types of logistics, Logistics as part of SCM, Logistics costs, different models, logistics subsystem, Inbound and Outbound logistics, Bullwhip effect in logistics, Transportation- role of transportation in logistics

Unit 2: Supply and Warehouse Management

Vendor selection, rating, Supply management, Warehouse management, JIT, Distribution requirements planning (DRP) Warehousing – nature and importance, warehousing functions, layout and design of warehouse, Role of packaging

Unit 3: 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, ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Unit 4: 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.

Text Books:

- A. Rushton, P. Croucher, and P. Baker: The handbook of logistics and distribution management: Understanding the supply chain. Kogan Page Publishers, 2014.
- Donald J Bowersox, David J Closs and M Bixby Cooper, 2008, Supply Chain Logistics Management, 2nd edition, McGraw Hill.
- Charry, S.N (2005). Production and Operation Management- Concepts, Methods & Strategy. John Willy & Sons Asia Pvt . Limited.

Reference Books:

- Wisner, J.D. (2016). Operations Management: A Supply Chain Process Approach. Sage Publications.
- Coyle, Bardi, Longley (2006), The management of Business Logistics – A supply Chain Perspective, Thomson Press.
- Wisner, J.D., Kean-Choon Tan, G. Keong Leong (2012), Principles of Supply Chain Management : A Balanced Approach, Cengage Learning.
- A. R.. Ravindran, and D.P. Warsing Jr.: Supply Chain Engineering: Models and Applications. CRC Press, 2012.
- S. Chopra and P. Meindl: Supply Chain Management, Upper Saddle River, N.J.: Pearson Prentice Hall, 2007.

Total Quality Management-BBS03**4-0-0**

Course Objectives: The objectives of this course are to provide the students with an understanding of Quality Management concepts and applying the statistical approach for quality control.

Unit 1: Introduction

Overview of quality, History of quality, Competitive Advantage, Industrial Perspective, Total Quality System, Taguchi Loss function concept, Juran's Trilogy, Team Balancing

Unit 2: Statistical Process Control

Meaning and significance of statistical process control and statistical product control, Quality Improvement Tools- Pareto Chart, Cause effect diagram, Construction of Control charts for variables and attribute.

Unit 3: Process Capability & Six Sigma

Acceptance sampling plans, process capability meaning –significance and measurement, concept of process capability, six sigma- features, goals, DMAIC, six sigma implementations.

Unit 4: Quality Systems

Introduction to ISO-9000 and other quality systems. Implementations of quality management systems and emerging standards, Benchmarking and Kaizen.

TEXT BOOKS:

- Dale H.Besterfield, "Total Quality Management", Pearson Education, 3rd edition, 2011.
- Poornima M. Charantimath: Total Quality Management. New Delhi, India: Pearson Education, 4th edition, 2017.

- James R. Evans & William M. Lindsay, — "The Management and Control of Quality", 6th Edition.
- A. Godfrey and J. Juran: Total Quality Management. New York: McGraw-Hill, 5th edition, 1999.

REFERENCE BOOKS:

- H. Rampersad: Total Quality Management. Berlin: Springer, 2000.
- J. Oakland: Total Quality Management. Routledge, 2013.
- <https://open.library.ubc.ca/cIRcle/collections>

Annexure 2.3: Revision of General Elective Courses (GEC) BBA

GE007 Financial Markets and Institutions Credits -4

Course Objectives: The course aims to introduce students to the basic concepts of Financial Markets & major Financial institutions. The course will help in familiarizing students with components of Indian Financial system, its various phases of development, reforms in financial markets, various components & instruments of financial markets.

Suggested readings:

1. L.M. Bhole, Financial Institutions and Markets, Mc Graw Hill Education, 6th Edition, 2017.
2. M.Y. Khan, Indian Financial System, McGraw Hill Education (India) Private Limited, 2013.
3. N. K. Gupta, M. Chopra, Financial Markets, Institutions & Services, Ane Books Pvt. Ltd., 2013.
4. Jeff Madura, Financial Markets & Institutions, Cengage Learning, 12th Edition.

Unit 1: Financial System

Components, features and structure of financial system, role of financial system in the economic development of a country. Linkage between savers and users of funds

Indian Financial System – Reforms in Indian Financial system and phases of growth of Indian Financial System

Unit 2: Financial Markets

Capital Markets – Functions, organization and instruments of Capital Markets. New Issues markets, stages and methods of flotation of securities. Secondary markets – Introduction, role of stock exchange in the economic development. Market instruments and intermediaries. Advent of Algo trading and High frequency data in Capital Markets.

Money Markets – Functions, organization, and major instruments of Money markets.

Unit 3: Financial Institutions

Indian banking industry – RBI – Introduction, regulatory role of Reserve Bank of India, commercial banking, features, instruments, recent developments, Development Financial Institutions, overview and role in Indian economy.

New-Age Banking - Evolution of Payments Banks, Small-Savings Banks, UPI Interface and Digital Payments. Economy and increased money velocity in the age of cashless transactions. Pay Wallets and Smart money.

Unit 4: Mutual Funds – Introduction, organization, structure, functions played by Mutual Funds.

Unit 5: Hybrid Financial services –

Introduction, development and organization - Merchant banking & Investment banking, credit rating, venture capital, hire-purchase, housing finance, factoring.

GE009 The Art and Science of Gratitude

(4 credit- 3-0-1)

Objective: This course aims at equipping students with a potent tool of gratitude to deal with the challenges of life. Through a blend of theory and practices, it tends to develop the habit of gratefulness among students.

Unit I: Gratitude: definition, concept, and nature. Rosenberg's analysis to comprehend gratitude as emotion, mood, and trait. Watkins' model: Lack of sense of deprivation, Simple appreciation, and Appreciation for others. Episodic, persistent, and collective gratitude. The broaden-and-build theory of positive emotions, Find, bind, and remind theory of gratitude. Amplification theory of gratitude, Social exchange theory. Social cognitive theory of gratitude.

Unit II: Benefits of gratitude: physical, psychological, social, economic. Gratitude and spiritual growth. Understanding rituals and traditional practices of different religions and cultures using gratitude like prayer. Gratitude and its association with happiness, resilience, vitality, self-efficacy, and optimism. Gratitude in a challenging time: Its role in stress, anxiety, and depression management.

Unit III: Gratitude in the workplace: gratitude and organizational citizenship behaviour, prosocial behaviour, team building, employee engagement, leadership, job satisfaction, morale, and motivation. Gratitude and workplace violence: workplace bullying, stereotyping, physical assaults, glass ceiling. Developing a grateful workplace. (Contemporary researches in the field of gratitude at the workplace shall be discussed)

List of Practicals- Gratitude Interventions: daily and weekly journaling, opposition thinking, mudras, yoga, meditation and pranayam, self-reflection and realization, haiku, gratitude letters and subsequent gratitude visits, an unplanned act of kindness, mindfulness, sharing positive and favourable events of one's life, gratitude collages, nature walk, blessing-challenge equity, role-playing, expression of gratefulness (verbal and nonverbal skills), social countenance of gratitude (celebrating mother's day, father's day, nature day, joy of giving week etc.)

Books:-

- Watkins, P. C. (2014). Gratitude and the Good Life: Toward a Psychology of Appreciation. Springer.
- Gostick, A. and Elton, C. (2020), Leading with gratitude, HarperCollins Publishers.
- Emmons, R. A., and McCullough, M. E. (2003), The psychology of gratitude, Newyork: Oxford University Press.
- Anderson, B. (2019), The Buddha's Guide to Gratitude: The Life-changing Power of Every Day Mindfulness, Mango Media Inc.

GE 005 Indian Economy

Unit I

Nature of Indian Economy: The need for economic development, causes of under-development, determinants of development, National Income of India-estimates and interregional variations, Economic Planning- Importance for Economic development. Salient features of India's five years plans: priorities, targets, achievements, failures, factors affecting successful implementations of plans. NITI Aayog (National Institution for Transforming India). Economic Reforms: Privatization, Liberalization and Globalization

Unit II

Human Resources and Economic Development – Demographic Features of Indian population, size and growth of population and economic development. Problem of over population. Human development Index. Unemployment problem in India; Problem of Poverty, Regional imbalances.

Unit III

Industrialization- Growth and problems of major industries-Iron and Steel. Cotton Textiles. Cement. Sugar and Petroleum. Industrial policy. Small scale industries-Problems and policy.

Unit IV

Indian Finance System: Commercial banking in India, role of the Reserve Bank of India, inflation targeting, Parallel Economy, India's foreign trade and balance of payment, mobilization of resources for development, Fiscal policy.

Text Books:

- S.K. Mishra and V.K. Puri, "Indian economy", Himalaya Publishing House, 2018 edition
- R. Datt, and K.P.M. Sundhram, "Indian Economy", Sultan Chand & Sons, 2016 edition below
- I.C. Dhingra, "Indian Economy", Sultan Chand & Sons, 2014.
- R. Singh, "Indian Economy", McGraw Hill Education, 2015.
- N. Banik, "The Indian Economy: A Macroeconomic Perspective", Sage India Publisher, 2015.
-
- U. Kapila, "Indian Economy: Performance and policies", Academic Foundation, 2019-edition below

Annexure 3.1: Revised DEC curriculum - MBA

MGF-13

Investment Banking

Credit-4

Course Objectives: This course delves into the structure, management and practices of investment banking (IB) from larger more universal players to boutique operations. It covers the creation of value through financial advisory services, looks into the business practices of private equity, hedge funds, and trading operations; and the role of each in facilitating investment, the deployment of capital and the changing face of risk-taking activities..

Unit 1: Introduction to Investment Banking

Overview of Securities Market, Segments, Products and Participants. Investment Banking and allied activities, The Structure of Investment Bank and employment opportunities, The IB client and Investment Banking – Value add by Investment Banks and Client needs – Pitch Book Framework, Primary Markets and Securities Issuance.

Unit 2: Investment Banking in Equity Markets

Security and Business Valuation, The Importance of Valuation, Enterprise and Equity Value. Valuation Methods & Comparable Company Analysis, IPO Analysis, Pre-Issues Management, Private Equity and Placements, Equity Underwriting – key players and syndicate formation, IPOs and Follow On Issues, Domestic Issue Management,

Unit 3: Investment Banking in Fixed Income Markets

The spectrum of Fixed Income Alternatives, Issuance in Fixed Income Primary Markets and procedures, Fundamentals of Credit/Fixed Income Bonds Markets, Secondary Markets for Fixed Income in India, Asset Securitization, Credit Rating Agencies, Asset Backed Securities – Underwriting and Distribution.

Unit 4: Raising finance from Overseas Markets

Basic concepts of International Money Market, Intermediation, Euro-Dollar Market, Various Instruments – ADR/ GDR, FCCB, ECB – Regulatory Aspects, Contribution of Derivatives to International Funds market, Overseas Issues – Management and Procedures

Unit 5: Corporate Restructuring and Investment Banking

Rationale behind Corporate Restructuring, Debt Restructuring – Concept and Categorization criterion, Expansion, Tender offers, sell-offs and Spin-offs, Disinvestments, Mergers and Acquisitions – Accounting and Legal aspects involved.

Suggested Readings:

Text Books:

- Rosenbaum, J., Pearl, J., Perella, J.R., (2009). "Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions", MISL-Wiley.
- Subramanyam, P. (2005), "Investment Banking", Tata McGraw-Hill.

Reference Books:

- Jeff Madura (2017), "Financial Markets and Institutions", Cengage Learning.
- Fleuriet, M. (2008), "Investment Banking Explained: An Insider's Guide to the Industry (Professional Finance & Investment)", McGraw-Hill Education.
- Kantz, M. and Johnson, R.R. (2014), "Investment Banking for Dummies", John Wiley and Sons.
- Damodaran, A. (2012), "Investment Valuation: Tools and Techniques for Determining the Value of any Asset", (3rd Ed.) Paperback, Wiley.
- Dun and Bradstreet (2009), Wealth Management, Tata Mc. Graw Hill.

Marketing Electives

MGM-02 Integrated Marketing Communications Credit-4

Course Objectives

1. To understand the concept and principles of advertising
2. To analyze various advertising media and costs associated with them.
3. To design and execute diverse types of advertisement.

Unit 1 Introduction to IMC

Concept, communication mix, role at different stages of PLC, Marketing Communications Processes & Consumer Response Models: Basic model of communication, Response Hierarchy models and alternatives, FCB Planning Grid, Cognitive Response Model, Elaboration Likelihood Model of Persuasion

Unit 2 Strategic Planning for IMC

Basis of strategic planning: USP, Brand Image & Personality, Positioning, Strategic planning: target profiling, objective determination, DAGMAR approach, budget setting, Strategic planning for advertising: advertising appeals, advertising campaign and media briefs. Advertising research; Evaluation of campaign effectiveness, metrics and ROI

Unit 3 Designing & Implementing IMC

Media channels & their characteristics, Overview of media planning, media strategies: scheduling, target market coverage, reach vs frequency, Marketing communications budgets;

Unit 4 Marketing Communications Mix

B2B communications, Sales promotions, Marketing Public Relations, Personal Marketing: Direct Marketing; CRM; Relationship Marketing, Experiential Marketing: sponsored events, exhibitions & trade fairs etc, Moment of Truth Marketing; Brand Identity, Packaging & Retail Media, Influence Marketing: Digital, Social & Interactive Media

Unit 5 Perspectives on Advertising

Global & Cross-cultural Marketing Communications. Ethics in IMC, Changing role of advertising agencies

Recommended Textbooks

- Clow, K.E. and Baack, D. (2018), Integrated Advertising, Promotion, and Marketing Communications, 8th edition. Pearson Education.
- Belch, Belch, Kerr and Powell, (2012) 2nd Edition, Advertising and Promotion: An Integrated Marketing Communication Perspective, McGraw-Hill, Sydney
- Chitty, Barker, Valos and Shimp (2012 – 3rd Edition), Integrated Marketing Communications. Cengage Learning, 9780170191548
- Principles of Advertising & IMC 2nd edition – Tom Duncan (Tata McGraw Hill) ,
- Advertising Management – Jaishri Jethwaney & Shruti Jain (Oxford University Press India)

Strategic Brand Management

Course Code:

Credit - 4

Course Objectives:

1. To describe the meaning and role of brand in modern marketing
2. Develop a consumer centric approach to building a brand and measuring brand equity.

Unit 1 Introduction to Branding

Nature and Importance of Brand; Brand vs. Generics

Unit 2 Concepts in Brand Development

Brand Identity & Brand Personality models: Aaker, Kapferer, Brand Image/Positioning, Brand Knowledge Structure and Brand Elements, Keller's Consumer Based Brand Equity, Brand Relationships & Brand Valuation, Measuring Brand Performance: Brand Profitability, Brand Tracking, Brand Metrics and Brand Audit

Unit 3 Brand Strategy

Brand Portfolio Strategy/Brand Architecture, Brand Extensions, Brand Revitalization and Lifecycle Management, Celebrity Endorsements, Pricing and Promotional Effects on Brands, Managing Brands across time, locations and cultures

Unit 4 Perspectives on Brands

Personal Brands, Nation Brands, Store Brands, Nation Brands, Brand Mythology, Brand Co-creation, Digital Brand Experiences & Brand Engagement, Brand Communities, Challenges and Opportunities – The future of branding

Text books:

- Keller K. L. (2015), Strategic Brand Management, 4/e, Pearson Education.
- Arnold, David, The Handbook of Brand Management, Random Century House, London 2002.
- Building Brand Value : Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill
- Product and Brand Management, Tapan K Panda, Oxford University Press India. 2016

Course Code: MGI 03

Database Management System

L:3 T:0 P:2 Credits: 04

Course Objectives:

To provide knowledge about the principles, concepts and applications of database management system and to equip students with techniques of maintaining data in structured form for easy retrieval and decision making.

Course Outcomes:

Upon successful completion of the course the student should be able to:

1. Identify the features of database management systems.
2. Describe the fundamental elements of logical data modelling and relational database

- management system.
3. Explain the basic concepts of entity-relationship model and model an application's data requirements through conceptual modelling using ER diagrams
 4. Design relational database schemas based on the conceptual models
 5. Develop hands-on proficiency in formulating SQL queries on RDBMS for data definition, manipulation, retrieval and analysis for various applications.

Unit 1: Introduction

File systems and database; components of database management systems, advantages of DBMS; data abstraction, DBA, database users, database management models.

Unit 2: Logical Data Modelling

Entity-Relationship data model: entity types, entity set, attribute and key, relationships, relation types, E- R diagrams, database design using ER diagrams, enhanced entity-relationship (EER) model

Unit 3: Relational Database Modelling

Relational model concepts. relational database schema, primary and foreign key, constraints including key constraints. domain constraint, entity integrity, referential integrity

Unit 4: Relational Database Design and Transaction Processing

Mapping ER/EER model to relational database; data redundancy, functional dependencies, normalization: 1NF, 2NF, 3NF, BCNF; lossless decomposition, transaction processing, ACID properties, concurrency control.

Unit 5: Database creation and manipulation using SQL

roduction to SQL; datatypes, Data definition, Data Manipulation and Data Control using SQL

Unit 6: Setting constraints and querying databases using SQL

Create relationships between database tables, constraints: entity, referential, check, not null; aggregate functions; group by, having, exists, order by, in clause; Join operations: inner, left join, right join, natural join and cartesian product, nested subqueries, views, triggers.

Reference Books:

- Elmasri, R. & Navathe, S. B. (2015) Fundamentals of Database Systems, Pearson Education, Seventh Edition.
- Silberschatz, A., Korth, H. F., & Sudarshan, S. (2011), Database System Concepts. 6th edition. Tata McGraw-Hill Education

Reference Books:

- Ramakrishnan R. and Gehrke J. (2014) Database Management Systems, McGraw Hill.
- Date C.J., "An Introduction to Database systems

Course Objectives:

The course is designed to provide an overview of data warehouse and OLAP concepts including various operations for processing data in a data warehouse. The course also aims to provide an introduction to the field of data mining- the need, techniques employed and the applications that leverage the same.

Course Outcomes:

Upon successful completion of the course, the student should be able to:

1. Identify the scope and necessity of data mining & data warehousing
2. Describe the architecture and main components of a data warehouse and apply OLAP operations
3. Describe the fundamental concepts, techniques and applications associated with data mining
4. Develop ability to apply acquired knowledge for data exploration and pre-processing

Unit 1: Concept of Data Warehousing & Online Analytical Processing

Differences between operational database systems and data warehouse, uses of data warehouse, contents of data warehouse

Unit 2: Data Warehouse modelling and OLAP operations

Data cube: A multidimensional data model, schemas: star, snowflake, fact constellation, data mart, OLAP operations: Roll-up, Drill-down, drill-across, drill-through, Slice and dice, Pivot.

Unit 3: Introduction to data mining

Why data mining? What is data mining? Kinds of data, kinds of patterns. Major issues in data mining, data mining trends and applications

Unit 4: Data exploration and pre-processing

Data objects and attribute types, measuring data similarity & dissimilarity, Data pre-processing Overview: data cleaning, data integration, data reduction, data transformation & data discretization

Unit 5: Clustering: Basic concepts & Methods

Cluster Analysis, Partitioning methods, hierarchical methods, evaluation of clustering

Text Books

- Han, J., Kamber, M., Pei, J. (2011), Data Mining: Concepts & Techniques, Morgan Kauffmann, Third Edition.
- Data Warehousing Fundamentals, P. Ponnian, John Wiley

Reference Books

- Bramer, M. (2007), Principles of Data Mining, Springer-Verlag.
- Hand D., Mannila H. and Smyth P. (2001), Principles of Data Mining, MIT Press.
- Dunham, D.H. (2006), Data Mining: Introductory and Advanced Topics, Pearson Education, First Edition.
- Kimball R. and Ross M. (2013), "The Data Warehouse Toolkit", Wiley.
- Inmon W.H. (2005), "Building the Data Warehouse", (4th Ed.), Wiley India.

Course Objectives: To introduce basic Knowledge representation, problem solving, and learning methods of Artificial Intelligence and understand the role of knowledge representation, problem solving, and learning in intelligent system engineering.

Introduction: AI Problems, Task Domains of AI, AI Techniques: search knowledge. abstraction. Introduction to Intelligent program and Intelligent agents. Problem Solving: Basic Problem- solving Method: state space search, problem characteristics, Production systems characteristics, issues in design of Intelligent search algorithm.

Heuristic search Techniques: Hill climbing techniques, Best First search, A* Search, Problem Reduction: AO* Search, Constraint Satisfaction, Means-End Analysis. Game Playing: Game Tree, Searching procedure Minimax, alpha-beta pruning.

Knowledge Representation: Knowledge Representation issues. Knowledge Representation using Predicate Logic: Unification, resolution. Rule based Systems: Forward versus backward reasoning, conflict resolution.

Structured Knowledge Representation: Semantic Nets, Frames, conceptual dependency, scripts.

Reasoning: Handling uncertainty Non-Monotonic Reasoning, Probabilistic reasoning, use of certainty factors, fuzzy logic, Learning Concept of learning, learning automation, genetic algorithm, learning by inductions, neural nets.

Applications of Artificial Intelligence: Expert Systems: Architecture, Domain Knowledge. Knowledge Acquisition, Case Studies: MYCIN, RI, Natural language Processing: Syntactic, Semantic and Pragmatic Analysis, Robotics etc.

Text Books

- Artificial Intelligence. E. Rich and K. Knight. TMH, 2nd ed.(ISBN- 978- 0070522633).1992
- Principles of AI, N.J. Nilsson, , Narosa Publ. House, (ISBN: 978-81-85198-29- 3),1990 Reference Books

Reference books

- "Neural Networks in Computer Intelligence" by KM Fu, McGraw Hill (ISBN- 978- 0136042594),1992
- Artificial Intelligence: Structures and Strategies for Complex Problem Solving (5th Edition), George F. Luger, 2005. Addison-Wesley. (ISBN: 978-8131723272)
- Artificial Intelligence: A Guide to Intelligent Systems (2nd Edition) Michael Negnevitsky, 2005. Addison-Wesley. (ISBN: 978- 8131720493)
- "Introduction to AI and Expert Systems". D.W. Patterson. , PHI. 1992(ISBN: 978- 0134771007)

MGS-13 Decision Making Techniques

Credit - 4

Course Objectives: To familiarize students with the concepts, tools and techniques for solving real-world problems under multiple criteria

Contents:

Unit I: Introduction to Linear programming, problem formulation, simplex method. Duality. Transportation and Assignment Problems.

Unit II: Concept of utility theory, Multi attribute utility theory and various weighted functions.

Unit III: Analytic hierarchy process (AHP) for ranking and weighting information using eigen vector method and approximation methods, Ranking and weighting information using Technique for order of preference by similarity to ideal solution (TOPSIS) method, ViseKriterijumska Optimizacija I Kompromisno Resenje (VIKOR) method for ranking and determining the solution closest to ideal solution.

Unit IV: Data envelopment analysis (DEA): Charne's, Cooper and Rhodes (CCR) model, Banker, Charne's and Cooper (BCC) model

Suggested Readings:

- Tzeng, G.-H. & Huang, J.-J. (2011). Multiple attribute decision making: methods and applications. Florida: CRC Press.
- Cooper, W. W., Seiford, L. M., & Tone, K. (2007). Data envelopment analysis: a comprehensive text with models, applications, references and DEA-solver software. New York: Springer.
- Taha, H. A. (2007). Operations research-an introduction (8th ed.). New Delhi: Pearson Prentice Hall (Indian print).
- Ehrgott, M. (2005). Multicriteria optimization (2nd ed.). New York: Springer.
- Ballester, E., & Romero, C. (1998). Multiple criteria decision making and its application to economic problems. New York: Springer.
- Steuer, R. E. (1986). Multiple criteria optimization-theory, computation, and application. Wiley Series in Probability and Mathematical Statistics-Applied, Wiley.

Annexure 3.2: Revised credit structure and syllabus - MBA

Course Code: MGT-12 Financial Accounting Credit - 4

Unit I

Introduction: Introduction to Accounting: Importance, Accounting Concepts and conventions, (GAAP). Accounting Standards (Focus on importance of Standards to give a general view on Financial Reporting Practices).

Unit II

Accounting: Accounting Process - Books of Original Record. Ledger & Trial Balance, Classification of Capital and Revenue expenses, Concepts and contents of financial statements and drafting of Financial Statements (sole proprietors).

Unit III

Final Accounts: Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration. Disposal of company profits.

Unit III

Cash Flow Statement

Preparation of cash flow statement as per Accounting Standard (AS): 3 (Revised) (ICAI): Indirect method only.

Unit IV

Asset Valuation and Inventory Valuation:

Concept and Methods of inventory valuation, Concept of goodwill and methods of valuation, Depreciation- concept, methods and accounting for depreciation.

Suggested Readings:

1. Kimmel and Weygandt and Kieso (2018), Financial Accounting, Wiley Publishing
2. Horngren (2017), Introduction to Financial Accounting, Pearson
3. Financial Accounting: The Impact on Decision Makers, Porter and Norton, 10th edition, Cengage Publishing
4. Financial & Managerial Accounting, Jan Williams, 16th edition, McGraw Hill Publishers

Objective: The course aims to equip the students with an understanding of the research process, tools like Advanced Excel/Excel Solver/SPSS or other related software to facilitate managerial decision making.

Unit I Basics of Excel

Essential shortcuts, Paste Special (Value, Transpose). Absolute & Relative referencing. **Data Analytics using Excel:** Sort & Filter, SUBTOTAL, SUMIFS, COUNTIFS, Pivot Table for multivariable analysis, Computations, Sum, Max, Min, Average, Count, Generating multiple reports. VLOOKUP, HLOOKUP, IF, Nested IFs, AND, OR etc.

Data Cleaning and MIS reporting: LEFT, RIGHT, MID, UPPER, PROPER, LOWER, TRIM, Find & Replace. Go To Etc. MIS reporting: Automatic row-wise Subtotal, Conditional Formatting. File Password Select Dashboard Techniques, Grouping, Hide-Unhide Columns & Rows etc.

Unit II Basics of SPSS

Introduction: Data Editor, Importing Data, Exporting SPSS output, The Syntax Editor, Saving Files, Missing data, Sort Cases and Select Cases, Recoding variables, Computing variables

The SPSS Chart Builder: Histogram, Boxplots, Graphic Means: Bar Charts and Line Charts, Graphing relationships: The Scatterplot, Editing Graphs

Advance Topics in SPSS: Frequencies command, Descriptive command, Cross-tabulations

Unit III Data Analytics using SPSS

Building Statistical Models, Correlation Analysis, Regression Analysis, Parametric Tests: t-tests, z-test, paired t-test, ANOVA, Non-Parametric Test: Chi Square test, Mann-Whitney test

Unit IV Operations research techniques using MS-Excel Solver:

Linear Programming Problems, Integer Programming Problem, Non Linear Programming Problem, Sensitivity Analysis, Transportation Problem, Assignment Problem and Simulation Techniques, Monte Carlo method using MS-Excel solver or other related software.

Text Books:

- Barry Render B., Ralph M. Stair, Michael E. Hanna, Trevor S. Hale (2014); Quantitative Analysis for Management, 12e, Pearson.
- Andy Field; Discovering Statistics Using IBM SPSS Statistics, 4th Edition; Sage Publications
- John Walkenbach; Excel 2016 Bible; Wiley Publications

Reference Book:

- Anil Maheshwari (2017); DATA ANALYTICS; McGraw Hill Education

Cost and Management Accounting

MGT-27

Credits-4

Objective: To impart skills in using cost concepts for strategic, tactical and managerial decisions so as to facilitate managerial decision making.

Unit I

Introduction to Cost and Management Accounting:

Financial and Cost Accounting, Basic Cost Terms and Cost Flow, Costing System, Preparation of Cost Sheet

Meaning of Management Accounting, uses and changing scenario, Foundations of Management Accounting, Relationship between Financial Accounting, Cost Accounting and Management Accounting, Role of Management Accountant – controllership function.

Unit II

Cost analysis – Variable vs Absorption Costing, Cost-Volume-Profit Analysis - Break- Even Analysis, Profit Volume graph, multi product BEP.

Unit III

Approaches to Cost Management: Indirect Cost, Method of Indirect Cost Allocation, Misallocation of Indirect Costs, Activity-based Costing, Implementation of Activity-based Costing, Activity-based Management

Unit IV

Budgetary Control & Performance measurement: Strategic Planning and Budgets, Budgeting Process, Types of Budgets, Benefits of Budgets, Approaches to Budget Preparation, Fixed vs. Flexible Budget, Preparation of Master Budget, Cash Budgets, Zero based Budgets.

Responsibility accounting - Cost, Expense and Profit centers. Standard Costing and Variance Analysis.

Unit V

Alternative choice decisions: Cost concepts for decision making – Sunk cost, Relevant vs Irrelevant cost, non-cost factors in decision making, Make or Buy, shut down decision, Export Orders

Suggested Readings:

1. Financial & Managerial Accounting, 17th edition, Williams and Jan, McGraw Hill Publishers
2. Introduction to Managerial Accounting(2016), Ray Garrison, McGraw Hill
3. Managerial Accounting: Tools for Business Decision Making, Weygandt, Kimmel and Kieso(2018), Wiley Publishing
4. Cost Accounting, Horngren, Datar and Rajan, Pearson Education (2015)

4.1 Revised Syllabus for MBA-IEV Second Year

Digital Marketing

Course Code-MBE D341

Credits-2

Objective- The objective of this paper is to make the students acquainted with latest tools and techniques of digital marketing to enable them to design and manage their own venture.

Unit I

Introduction: Importance, growing role and nature of digital marketing, online marketing mix, web and consumer decision making process, characteristics of online consumers, e CRM.

Unit II

Online Marketing and Customer Engagement: Consumer Segmentation Targeting and Positioning through online tools, Content Management, Customer Engagement, online communities and co-creation, online branding, traffic building through online tools.

Unit III

Online Marketing Tools: Search Engine Optimization, Google Ad Words, social media marketing, marketing through blogs, e-mail marketing, mobile marketing, marketing gamification and apps.

Unit IV

Online Campaign Management: situation analysis, information gathering, key strategies and planning; handling negative campaigns, setting budgets for online campaigns, techniques to measure effectiveness of digital marketing campaign, digital marketing analytics, selection of digital marketing agencies.

Suggested Textbook:

- Ahuja, V. (2015), "Digital Marketing", Oxford University Press, New Delhi.
- Chaffey, D., Chadwick, F. E. (2015), "Digital Marketing: Strategy, Implementation and Practices". Pearson Education.

Government Strategies & Policies & International Economy

Course Code-MBE D351

Credits-2

Objective- The objective of this course is to introduce the government strategies and policies for the entrepreneurs and its implications on international business economy.

Unit I

Government Policies- Democratizing Entrepreneurship- Industrial policy in India (1947-1991), Emergent Indian Entrepreneurship and its profile, Contemporary India- corporate sector evolution and small scale sector, Reindustrializing India- IT industrialization and new age manufacturing.

Unit II

Small scale industry (SSI) in India - Need and rationale. Government policy towards SSI. Impact of Liberalization, Privatization and globalization on SSI. Supporting agencies of government for SSI (SIDBI, NIESBUD, MSME Board, NABARD, IDBI, Export-Import Bank of India): All India, state level and fund based. Ancillary industry and tiny industry.

Unit III

Institutions Supporting Small Business Enterprises

Central level institutions. State level institutions. Other agencies. Industry Associations. Class exercise- discussions on current government schemes supporting entrepreneurship and finding out which scheme will most suit the business plan devised by the student. Technical consultancy organizations, Small industries service institutes, Industrial credits and Investment Corporation of India Ltd., National small industries corporation

Unit IV

International Business & Economy: Elements of International Business, Globalization. International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model. International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment

Unit V

Culture, Foreign Investment and Regional Integration

Culture and International Business: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization. Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, motives. Unit 6: Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements

Suggested Textbook:

- Wild, J.J., Wild, K.L. (2017), International Business: The challenges of Globalization, Pearson, Eighth Edition.
- Hill, C.W.L. (2014), International Business: Competing in Global Market, McGraw Hill, Tenth Edition.

High Performance Organizations

Course Code-MBE C351

Credits-2

Objective- This course prepares students for creating venture that achieve significant organizational growth and excellence milestones and enable them to create high performance organization.

Unit I

Introduction: Introduction of the high performance organizations in their own venture that may achieve scale and commercial success.

Unit II

High Performance Work Practices: Individual high performance practices, limitations of individual HPWP, Systems of HPWP skill system motivating system, Individual practices Vs systems of practices, Universal practices Vs contingency perspectives.

Unit III

Qualities and principles of HPO: Introduction, Qualities of high performance organization, Principles of high performance organization, Importance of high performance organization, Performance metrics.

Unit IV

High Performance Organizational Challenges: Goal setting, Key challenges in achieving vision, organizational goals, mission, organizing for high performance, competence mapping and capability models, balanced score card approach, Milestones in organizational excellence.

Suggested Textbook:

- Darwish., T.K. (2013), "Strategic HRM and Performance: Theory and Practice", Cambridge Scholars Publishing

Human Resource Management, Performance & Competence

Course Code-MBED344

Credits-2

Objective- This course enables the student to be able to explain the understanding of the human side of organization. This course considers how people, processes and structures interrelate. It focuses to develop skills in entrepreneurs to judge and assess the performance and competence mapping of human resource in their own organizations.

Unit I

Introduction to HR Management: Human Resources Systems- Historical Evolution of the field; Role of Human Resource management in a competitive business environment; Factors influencing Human Resource Management; Strategic Human Resource Management..

Unit II

Performance Management: Performance Management – Concept and Practices Principle and objectives of Performance Appraisal and potential Evaluation, Feedback. Career planning, Succession Planning & Retention – Scope, concept Principles & Practices The problems in managing & advantages. Transfer, Promotion and Reward Policies. . Framework and key factors to successful performance system:

Unit III

Competence Mapping: Concepts and issues, definition, performance, principles, role of competence mapping in organization. Competency mapping tools and techniques.

Unit IV

Evaluating HR function: Overview of evaluation scope strategic impact level of analysis Criteria Level of Constituents ethical dimensions, Approaches to evaluation audit approach analytical approach quantitative and qualitative measures outcome and process criteria, Balanced Scorecard perspective, Benchmarking, Accounting for HRM.

Unit V

HR Scorecard: Creating an HR Scorecard, Measuring HR alignment 2 dimensions of alignment assessing internal and external alignment Systems alignment Map. 7 step Model for implementing HR's strategic role. New issues in Manpower Training and Career Development.

Suggested Textbook:

- Bacal, R. (2012). "Performance Management", (2nd Ed.), McGraw Hill.
- Kohli A.S., Deb, T. (2008), "Performance Management" (1st Ed.), Oxford University Press, New Delhi. Reference

Intellectual Property Rights

Course Code-MBE D351

Credits-2

Objective- The objective is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management organizations. Moreover, students will learn Intellectual Property Rights.

Unit I

Introduction to Intellectual Property: Introduction of IPR, Need for intellectual property right, Global view of IPR, IPR in India – Genesis and Development, Cases of IPR, Introduction to Managing Organizational Knowledge, Learning and Intellectual Capital, Principles of International Intellectual and industrial property law.

Unit II

Intellectual Property Management and Protection: Intellectual Property and Technology Ventures, Intellectual Property Protection, Trade Secrets, Patents, Patent Ownership, International Patent Protection, Copyrights, Mask Works, Trademarks

Unit III

Modeling the intellectual Property Rights environment: level of consumer's complexity; IPR actions targeted at consumers, distribution channels, host governments, international organizations and pirates

Unit IV

Government and Industry led operations: Multilateral organizations that govern IPR, World Intellectual Property organizations, TRIPS, industry associations that govern IPR; Software Information Industry Association.

Suggested Textbook:

- Peggy E Chaudhry, Alan Zimmerman (2013) Protecting Your Intellectual Property Rights: Understanding the Role of Management, Governments, Consumers and Pirates (Management for Professionals)
- Kapoor N.D. (2015), "Business Laws", Sultan Chand and Sons.

Strategies for Competition and Quality**Course Code-MBE C352****Credits-2**

Objective- The course focusses on enabling students to map and benchmark competition, create relevant organizational mission and goals, develop competitive advantage and nurture their new ventures culture, build systems in terms of total quality and ensure monitoring of key aspects of venture development.

Unit I

Introduction: Basic concept of Strategic Management, Concept of Strategy, Mintzberg's 5Ps of Strategy; Strategic Decision Making. Strategic Management Process; Strategists and their roles. Competitive advantage, internal context, organization design

Unit II

Strategies For Competition: concepts of competition, competitive advantage and competitive forces, analyzing industry and key stakeholders including competitors, customers and substitutes, investors; strategic frameworks for market evaluation and strategy development, the BCG and other models; value chain analysis; concept of total quality management, six sigma, service quality, relative customer value (RCV) mapping and benchmarking, NPS system..

Unit III

Strategy Identification: Vision Mission, Goals and Objectives. External Environmental Analysis; analyzing entity Resource in Competitive Position; RBV model, IO model, SWOT Analysis. Competitive & competitor analysis, PESTEL analysis. Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer's Matrices; Industry and Competitive Analysis.

Unit IV

Strategies For Quality: Business Process Reengineering(BPR), Implementing BPR, Methodology and steps, Strategic aspects of BPR, BPR and Total Quality Management, The paradigm of Mass customization, managing organizational change, Lean manufacturing and Total Quality Management, Principles of Total Quality Management, Just in Time philosophy

Unit V

Quality Tools: Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis, Cause and Effect, Scatter diagram and regression analysis. Quality Function Deployment-Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements

Suggested Textbook:

- Porter E M. (1998) , "The Competitive Strategy: Techniques for Analyzing Industries and Competitors", (1st Ed.), Simon & Schuster
- Hitt, M.A., Ireland, R.D., Hoskisson, R.E. (2015), "Strategic Management: Concepts: Competitiveness and Globalization", Cengage Learning.

Talent & Team Management

Course Code-MBE D342

Credit-2

Objective- This course offers to teach students the importance of talent and team management in organizations. It provide entrepreneurs to learn and understand how individuals as team players must behave to become effective team players.

Unit I

Group Vs Teams: Transforming Groups to Teams, Types of Teams, Stages of Team Building and its Behavioral Dynamics, 5 P's in Teams (purpose, place, power, plan and people), Team Role, Goal Setting and Problem Solving. Role of Leaders in Teams; Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors.

Unit II

Manpower planning: Objectives, Importance & Problems of HR Planning Job analysis, Determining Human Resource Requirements; Hiring and Developing Human Resources, The process of forecasting, Definition, uses, Techniques of Job Analysis, Job Description & Job evaluation Competency mapping; Talent Management.

Unit III

Training and Development: T&D concept, need, strategy, Identification of needs, designing & implementing training programs Development, Evaluation of Training & development. Organizational Application of Counselling Skills: Change management, Downsizing, Mentoring, Team Management / Conflict Resolution, Crisis / Trauma. Problem Subordinates: Identifying problem subordinates, Types of problem subordinates, dealing with problem subordinates.

Unit IV

Interpersonal & Group Process: Interpersonal communication, Interpersonal feedback, Interpersonal behavior and influence relationships, Interpersonal style. Group Process: An overview of group formation, Group development and effectiveness, formal and informal groups, reasons for formation of groups, theories of group, group behavior

Unit V

Building Effective Teams in Real Time: The Three Essentials of an Effective Team Building and Leading Your Team, Managing a Team vs. Managing Individuals on the Team. Building Effective Teams in Real Time: The Three Essentials of an Effective Team Building and Leading Your Team Managing a Team vs. Managing Individuals on the Team Why Some Teams Succeed (and So Many Don't) Teams. Interpersonal Competence & Team Effectiveness: Interpersonal process and conflict resolution, Team Effectiveness, How to motivate team members?, Measuring Interpersonal Competence using FIRO-B, Team Size, Team Member Roles and Diversity, Team norms, Team Cohesiveness, Measuring Team Effectiveness, Cross Cultural Team Building.

Suggested Textbook:

- Dessler, G. & Varkkey B., (2015), "Human Resource Management", (14th Ed.), Pearson Education.
- Denisi, A., Griffin, R. and Sarkar, A. (2014), "Human Resource Management", Cengage Learning (India Edition).
- Dyer W. G., Jeffery H.D., and William G.D. (2013), "Team Building: Proven Strategies for Improving Team Performance", (5th Ed.), Jossey-Bass
- Frontiera, J., Leidl, D. (2012), "Team Turnarounds: A Playbook for Transforming Underperforming Teams", (1st Ed.), JosseyBass – A Wiley Imprint, USA.

Technology & Global Business Opportunities

Course Code-MBE D352

Credits-2

Objective- The purpose of the course is to familiarize students with various environmental factors and Global Business Linkage Opportunities that affect a firm's overseas operations and learn to manage international business & Economy.

Unit I

International Business and Environment: An Interface; World Trade in Goods and Services – Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country

Unit II

Legal Framework of International Business: Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; International Sales Agreements, Rights and Duties of Agents and Distributors.

Unit III

Global Trading Environment: Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations

Unit IV

International Economic Institutions and Regional Economic Groups: IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings.

Unit V

Technology Venture in a Global Context: Globalization and Technology Ventures- Technology Venture Drivers, Capital Intensity, Knowledge Intensity, Accelerated pace of Change, The Network Effect, Value Creation and Capture in the Global Economy: Creating Market Value, Creating Enterprise Value, Value Protection in Technology Ventures, Capturing Market Value, Capturing Enterprise Value

Suggested Textbook:

- Daniels, John D. and Radebaugh, Lee H. and Prashant Salwan (2016), International Business: Environment and Operations, 15/e, Pearson Education.
- Charles, W. L. Hill (2005). International Business: Competing in the Global

Marketplace, 10/e, McGraw Hill Education.

- Duening, T.N., Hisrich, R.D., & Lechter, M.A. (2015). Technology Entrepreneurship: Taking Innovation to the Market. Academic Press

Venture Financing: Funding, M&A, Valuation Techniques

Course Code-MBE C341

Credits-2

Objective- This course aims at enabling the students understand the implications of managing the strategy for growth of their venture. It gives students advanced start-up skills competency Development.

Unit I

Introduction: Introduction of the venture Financing: Importance & relevance in their own venture, Venture finance and investment types.

Unit II

Funding: Determination of the structure of capital and other funding requirements, and prepare themselves for seed funding, Various sources of funding, instruments, equity, debt, IPO, funds, angel investing, PE funding.

Unit III

Merger & Acquisitions: Introduction, types of M&A, Importance of M&A in their own venture

Unit IV

Valuation Techniques: Framework to price and value both securitized and non-securitized entities (whether that be specific assets or whole companies), Utilizations of both accounting and financial analysis of the entity to determine value, Valuation Methods & techniques for various enterprise forms and stages, risk assessment and management.

Suggested Textbook:

- Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of any Asset, 3rd Edition, Wiley Finance Series: New Delhi.
- Alex Wilmerding Term Sheets & Valuations: A Line by Line Look at the Intricacies of Term Sheets & Valuations, Aspatore Books Staff

• Venture Growth Strategies

• Course Code-MBE C342

Credits-2

- **Objective-** The basic objective of this course is to develop an understanding of the concepts and underlying the strategies of the venture growth.

• Unit I

- **Introduction:** Introduction of venture growth strategies: Importance and relevance in their own venture, Managing the strategy for venture growth; relationship between the Entrepreneurs, new venture during the growth of the venture.

- **Unit II**
- **Venture Growth:** Planning for Growth, Disruptive and Growth Models, Growth Capabilities, License to grow, Acquisition, collaborations and networks of innovation and scaling.
- **Unit III**
- **International Expansions:** Introduction, Analysis of market, Preparation of Plan, Analysis of cultural environment, economic environment, market and competitors. Franchising.
- **Unit IV**
- **Leadership for Performance:** People and performance inspiring teams, Recruitments and maximizing human performance, Growth Capabilities, Innovate to compete, Digital Innovators, Digital Next Gen workplace
- **Unit V**
- **Marketing and Financing strategies:** Marketing Enterprises across platforms, Online selling, Social Media Leverage, Cash flow and expansion, Trade financing, Credit control, Business automation, Growth Capital, Raising capital, access to funds.

Annexure-II

Specialization in Polymer Technology

1. Major Specialization for B.Tech Chemical Engineering

Student must complete 18-20 Additional Credits from the following pool of subjects to get major specialization certificate in Polymer Technology

Subject Code	Name of Subject
CH311	Rheology
CH317	Plastic Technology
CH319	Rubber Technology
CH320	Packaging Technology
CH322	Resin Technology
CH310	Paint Technology
CH324	Fiber Technology
CH409	Tyre Technology
CH411	Polymer Blends and Composites
CH419	Non-woven Technology
CH421	Coatings and Adhesives
CH367	Polymer Waste Management
CH423	Polymer Reaction Engineering

2. Minor Specialization for Other Branches

Student must complete 18-20 Additional Credits from the following pool of subjects to get minor specialization certificate in Polymer Technology

Subject Code	Name of Subject
CH311	Rheology
CH317	Plastic Technology
CH319	Rubber Technology
CH320	Packaging Technology
CH322	Resin Technology
CH310	Paint Technology
CH324	Fiber Technology
CH409	Tyre Technology
CH411	Polymer Blends and Composites
CH419	Non-woven Technology
CH421	Coatings and Adhesives
CH367	Polymer Waste Management
CH423	Polymer Reaction Engineering

Date : 4 July 2020

To,

The Honourable Vice Chancellor
Through Honourable HOD of Dept. of Applied Chemistry
Delhi Technological University
Bawana Road, Delhi-110042

Respected Sir,

Greetings!

The entire 2019-20 batch of Polymer Science and Chemical Technology (PSCT), is hereby requesting to change the name of our branch from 'Polymer Science and Chemical Technology' to "Chemical Engineering". We have unanimously agreed upon the changing our branch of Polymer Science and Chemical Technology to the newly established branch "Chemical Engineering". This change will have a massive impact on job prospects and admission to higher studies. Since the batch has not studied any polymer related subjects till now because the first year of engineering is common for all branches, this change can be effectively rolled out in the coming semester.

PLIGHT OF PSCT STUDENTS:

1. The branch name is not recognized by major companies that visit our campus, namely, Saint Gobain, HUL, and so on, in spite of predominantly being oriented around the backbone of Chemical Technology, which, if changed to Chemical Engineering could result in better and varied placement opportunities for the students.
2. The Polymer-based companies that visit our campus, like, Kingfa, Bhansali Polymers, Reliance Industries, etc, don't offer a good pay scale. This implies that despite the existence of a vast number of Chemical Companies in the manufacturing sector, we have been unable to attract them due to the present nomenclature.
3. When it comes to Non-Technical Profiles, the Big-Four companies such as KPMG and PWC, & some reputed Consulting Companies like Transorg Analytics and Capgemini generally ignore the courses for placements that they are less familiar with, which in our case is "Polymer Science". Changing it to "Chemical Engineering" will result in easier identification, thus opening up new doors for the students.
4. Many companies like Hindustan Unilever Limited agreed to conduct placements for our branch but the students did not have the required Chemical Engineering Knowledge that the Company was looking for, thus creating a barrier to entry.
5. Many Public Sector Undertakings (PSUs), namely, ONGC, BARC, EIL, CIL and SAIL don't consider the PSCT Students for Recruitments even after some of the students having an excellent score in the GATE exam.

Keeping the above facts in consideration, this change would help in overall better placements, good study environment, increased recognition and great higher studies' opportunities for all the students, who, in the end, are the major stakeholders of this reputed Institution. The 3rd Semester, which is going to be majorly online, can be easily managed and the undersigned wish to extend their full support to the teachers during the transition period and welcome this change as this will open a whole

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7/22/2020

Regarding change of branch name from "Polymer Science and Chemical Technology" to "Chemical Engineering" for 2019 admitted b.

dimension of opportunities and job placements for the
batch.

Thanks!

Regards

Batch of 2019-20

Polymer Science & Chemical Technology

Annexure: Name, Roll Number & Signatures of all
students presently enrolled in the Polymer Science and
Chemical Batch of 2019-20.



signatures.pdf

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Subject: Guidelines for Transfer/Inclusion of course credits for Short Term/Specialized Courses organized by Foreign Faculty (1 week – 4 weeks) at DTU.

It is submitted that the University organizes various courses such as Global Initiative of Academic Networks (GIAN) courses, Fulbright Expert Lectures, Indo-US Science and Technology Forum (IUSSTF), UK-India Education and Research Initiative (UKIERI), Workshops having experts lecture series, etc, involving Foreign Experts/Faculty/Scientist. These courses include expert lectures mandatorily from international faculty(s) in addition to Guest Lectures from experts from esteemed universities and institutions, laboratory sessions, tutorials followed by an exam for evaluation of the student performance in the course. The duration of course varies from one week to four weeks.

Following are the guidelines to be followed from the academic session, for the students of UG – PG courses who wish to register/attend the Short Term/Specialized Courses organized by Foreign Faculty (1 week – 4 weeks) at DTU:

1. The students may register themselves for credits 1 to 3 (Maximum 3 credits). These credits may be earned by selecting – one course of 3 credits having a three/four weeks duration/one course of 2 credits having a two weeks duration and one course of 1- credit having a one week duration/ three courses of 1 credit (1 week duration).
2. The credits for these short term courses offered by foreign faculty would be available on DTU web portal.
3. The courses offered would be of 1 – 4 weeks and credits are detailed in the below mentioned table.

Particulars	One Week (One credit)	Two Weeks (Two credits)	Three Weeks (Three credits)	Four Weeks (Three credits)
Expert Lectures (International Experts)	10 – 12 hrs	18 – 22 hrs	28 – 32 hrs	38 – 42 hrs
Guest Lectures* (National Experts)	2 – 4 hrs	4 – 6 hrs	6 – 8 hrs	8 – 10 hrs
Tutorial	2 – 4 hrs	3 – 6 hrs	6 – 8 hrs	8 – 10 hrs
Laboratory (If required in lieu of Tutorials)	4 – 6 hrs	8 – 10 hrs	12 – 18 hrs	16 – 24 hrs
Industrial Presentation/ Industrial Visits (Optional)	1 – 2 hrs	2 – 4 hrs	3 – 6 hrs	3 – 6 hrs
Examination	1 – 2 hrs	2 – 3 hrs	3 – 4 hrs	3 – 4 hrs

*There is a provision to convert the Guest Lectures to Expert Lectures, in case the International Experts/Foreign Faculties considers the need based on the course curriculum/content.

R. Chandra

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4. A student shall register online/offline for courses and complete the requirement of Expert Lectures (International Expert)/Guest Lectures (National Experts)/Tutorials/Laboratory (If required in lieu of Tutorials)/Industrial Presentation/Industrial Visits (Optional)/Examination. He/she shall be evaluated by appearing for examination at the end of the course.
5. The student shall obtain the course completion certificate from the authority offering the course.
6. The grades for the courses shall be awarded based on Absolute Marks obtained by the students as per absolute grading scheme of DTU.
7. All the short term courses the students are eligible or allowed to register may be determined by a committee constituted by HoD of the respective department.
8. A student may register for Short Term Course(s) of 3 Credits on the ERP portal against a OEC (Open Elective Course)/UEC (University Elective Course).
9. In order to avoid duplicacy, students shall select a short term course that does not fall under Applied Sciences and Mathematics (ASC)/Allied Engineering Course (AEC)/ Departmental Core Course (DCC) specified in overall scheme of parent department. Further, a student shall not choose a course which he/she has already completed/shall complete under category of Departmental Elective Courses (DECs)/Generic Elective Courses (GECs)/ Open Elective Courses (OECs), if any.

Guidelines for University Authority

1. A university level standing committee comprising of (i) Dean (UG), (ii) Dean (PG), (iii) Controller of Examination, (iv) Convener- Member nominated by Dean (PG) shall guide/monitor and coordinate the short term courses related activities of all the departments.
2. The standing committee may co-opt faculty members as per the short term courses opted by students, to coordinate activities pertaining to short term courses / evaluate courses (if required)/ and submit award list in DTU Performa to Result Section.
3. Following course codes nomenclature shall be adopted for the short term courses:
 - i. STCXXX

Rachanjan