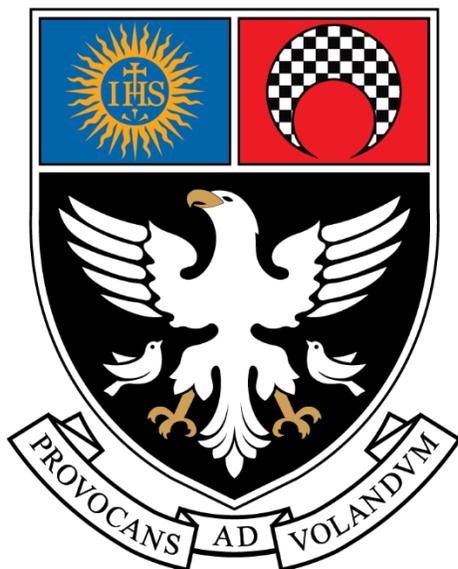


St. Xavier's College (Autonomous),  
Mumbai



Syllabus of the courses offered by the  
Department of Management Studies  
(2016 - 2017)

1st Semester Syllabus for BACHELOR OF MANAGEMENT STUDIES BMS. St. Xavier's College (Autonomous), Mumbai.



**St. Xavier's College (Autonomous), Mumbai**  
**Approved Syllabus**  
**1<sup>st</sup> Semester Courses in BMS**  
**(Academic Year 2016-2017)**

**SYLLABUS**

**SUBJECT: PRINCIPLES OF MANAGEMENT**

CLASS: FYBMS

COURSE CODE: C.BMS.1.01

**LEARNING OBJECTIVES:**

1. To provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

**Total Number of lectures: 60**

|                 |  |             |
|-----------------|--|-------------|
| <b>UNIT I</b>   | <b>Management</b>  | 20 lectures |
| 1:1             | Concept, Nature, Process and Significance  |             |
| <b>1.1.1</b>    | An overview of functional areas of Management, Managerial roles (Mintzberg)  |             |
| <b>1.2</b>      | Evolution of Management Theory   |             |
| <b>1.2.1</b>    | Work of Fredrick .W. Taylor, Fayol's contribution, Behavioural Science approach, Contingency approach.                         |             |
| <b>UNIT II</b>  | <b>Management Functions</b>  | 15 lectures |
| 2:1             | Planning , Organising, Staffing , Directing and Controlling.   |             |
| <b>2.1.1</b>    | Planning- Meaning, Importance, Elements, Process, Limitations  |             |
| <b>2.2</b>      | Decision Making  |             |
| <b>2.2.1</b>    | Concept, Importance and steps in decision making<br>Preparation of a Business Plan   |             |
| <b>UNIT III</b> | <b>Organising</b>  | 15 lectures |
| 3:1             | Concept, nature and significance   |             |
| <b>3.1.1</b>    | Authority and responsibility relationships,centralization and decentralization, departmentation, organization structure forms. |             |
| <b>3.2</b>      | Staffing   |             |
| <b>3.2.1</b>    | Importance, sources of recruitment, selection process  |             |
| <b>UNIT IV</b>  | <b>Directing</b>   | 10 lectures |
| 4:1             | Meaning and steps. Direction, motivation concept; Theories – Maslow, Herzberg, Mc Gregor.                                      |             |
| <b>4.1.1</b>    | Control concept: Process, Effective control system, Control techniques   |             |
| <b>4.2</b>      | Leadership   |             |
| <b>4.2.1</b>    | Concept, styles and traits   |             |
| <b>4.3</b>      | Coordination   |             |
| <b>4.3.1</b>    | Concept, definition and importance   |             |

**LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Essentials of Management Koontz H & W McGraw Hill, New York
2. Principles of Management Ramaswamy Himalaya, Mumbai
3. Management Concept and Practice Hannagain T McMillan, Delhi
4. Basic Managerial Skills for All McGrath, E.H. Prentice Hall of India
5. Management-Text & Cases VSP Rao Excel Books, Delhi **Assessment Pattern**
6. Essentials of Management Massie Joseph Prentice Hall of India

7. Management: Principles & Guidelines Thomas N. Duening & John Ivancevich Biztantra
8. Management Concepts and OB P.S.Rao & N.V.Shah Ajab Pustakalaya
9. Management Concepts and Strategies J S Chandran Vikas Publishing House
10. Principles Of Management Tripathi P.C. Tata McGraw Hill

**SUBJECT : INTRODUCTION TO FINANCIAL ACCOUNTS**

**CLASS:** FYBMS

**COURSE CODE:** C.BMS.1.02

**TITLE:** INTRODUCTION TO FINANCIAL ACCOUNTS

**LEARNING OBJECTIVES:**

1. To familiarize the students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

**Total Number of lectures: 60**

| <b>UNIT I</b> | <b>Meaning and Scope of Accounting</b>   | <b>20 lectures</b> |
|---------------|--|--------------------|
| 1:1           | Need, Development and Definition   |                    |
| <b>1.1.1</b>  | Bookeeping and Accounting  |                    |
| <b>1.1.2</b>  | Persons interested in Accounting   |                    |
| <b>1.1.3</b>  | Branches of Accounting; Objectives of Accounting, Principles of Accounting.  |                    |
| <b>1.2</b>    | Accounting Transactions  |                    |
| <b>1.2.1</b>  | Accounting cycle , Journal, Journal proper Opening and Closing entries; Relationship between journal & ledger  |                    |
| <b>1.2.2</b>  | Rules regarding posting; Trial balance; Subsidiary books; Bank reconciliation statement  |                    |
| <b>1.3</b>    | Accounting Standards   |                    |
| <b>1.3.1</b>  | Disclosure of accounting policies  |                    |
| <b>1.3.2</b>  | Meaning of Accounting policies, Purpose -Different policies - Areas of policies<br>Disclosure of policies - Disclosure of change in policies   |                    |
| <b>1.4</b>    | Depreciation accounting  |                    |
| <b>1.4.1</b>  | Meaning, Definitions, Importance, Factors, Useful life of a depreciable asset - Estimating useful life, Additions, Residual value, Methods, Disclosure of surplus – RBM/FIM - Simple illustrations |                    |
| <b>1.5</b>    | Revenue recognition  |                    |
| <b>1.5.1</b>  | Meaning and scope, Transactions excluded, Sale of goods, Rendering of services - Effect of uncertainties – Disclosure and Simple illustrations   |                    |
| <b>1.6</b>    | Accounting for fixed assets  |                    |
| <b>1.6.1</b>  | Meaning, Definitions – Importance  |                    |

|                 |   |             |
|-----------------|---|-------------|
| <b>1.6.2</b>    | Cost of fixed assets, Self constructed fixed assets - Non-monetary consideration - Improvements, Repairs, Additions and Extensions – Revaluation - Sale or Retirement |             |
| <b>1.6.3</b>    | Valuation of fixed assets in special cases - Special types of fixed assets – Disclosure   |             |
| <b>UNIT II</b>  | <b>Expenditure (Types), P / L, Receipts and Depreciation Accounting</b>   | 15 lectures |
| 2:1             | Classification of Expenditure - Capital, Revenue and Deferred Revenue Expenditure   |             |
| <b>2.1.1</b>    | Distinction between capital expenditure and revenue expenses, Unusual expenses; Effect of error; Criteria tests   |             |
| <b>2.1.2</b>    | Profit or Loss : Revenue profit or loss, Capital profit or loss   |             |
| <b>2.1.3</b>    | Receipts : Capital receipt, Revenue receipt , Distinction between capital receipts and revenue receipts   |             |
| <b>2.2</b>      | Depreciation Accounting   |             |
| <b>2.2.1</b>    | Practical problems based on accounting treatment by provision for depreciation using SLM and RBM methods  |             |
| <b>UNIT III</b> | <b>Trial Balance and Final Accounts of a Sole Proprietor</b>  | 10 lectures |
| 3:1             | Introduction  |             |
| <b>3.1.1</b>    | Rectification of errors   |             |
| <b>3.1.2</b>    | Preparation and Presentation of Final Accounts  |             |
| <b>UNIT IV</b>  | <b>Accounting in Computerized Environment</b>   | 15 lectures |
| 4:1             | An overview of computerized environment.  |             |
| <b>4.1.1</b>    | Features of Computerized accounting system.   |             |
| <b>4.2</b>      | Concept of grouping of accounts.  |             |
| <b>4.2.1</b>    | Codification of accounts.   |             |
| <b>4.2.2</b>    | Maintaining the hierarchy and ledgers.  |             |
| <b>4.2.3</b>    | Accounting packages and consideration of them in selection.   |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. An Introduction to financial Accounting, Andrew Thomas McGraw Hill
2. Financial Accounting – A Managerial emphasis Ashok Banerjee Excel Books
3. Financial Accounting Weugamt. Keiso, Kimmel
4. Accounting Theory – an Introduction, L.S.S. Porwal Tata McGraw Hill
5. Elements of Accounts T S Grewal S.Chand & Co.,
6. Business Accounting Frank Woods Pitman Publication
7. Advanced Accountancy, R. L. Gupta & M. Radhaswamy S. Chand & Co. (P) Ltd.
8. Accounting Standards Institute of Chartered Accountants of India, New Delhi

9. Financial Accounting for Management Texts & Cases Dr. Dinesh D. Harsolikar

Multi-Tech. Publishing Co. Ltd.,

10. Indian Accounting Standards and US Gaap, Ashish Bhattacharya, Tata Mc. Graw

Hill & Co. Ltd.,

### **SUBJECT: BUSINESS LAW**

**CLASS: FYBMS**

**COURSE CODE: C. BMS.1.03**

**TITLE: BUSINESS LAW**

#### **LEARNING OBJECTIVES:**

1. To expose the students to the objects & broad framework of legislative enactments within which business operates.

**Total Number of lectures: 60**

|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT I</b>   | <b>Contracts</b>  | 20 lectures |
| 1.1             | Law of Contract (The Indian Contract Act, 1872): Section 1-30   |             |
| 1.1.1           | Essential Elements of Contract - Agreement and Contract - Capacity to Contract – Free Consent – consideration - Lawful objects/consideration          |             |
| 1.2             | Sales of Goods Act, 1930  |             |
| 1.2.1           | Scope of the Act - Sale and Agreement to sell   |             |
| 1.2.2           | Essentials of a valid sale Contract - Conditions and Warranties - Rights of an unpaid seller - Rules of Delivery – Auction Sales – CIF & FOB contract |             |
| 1.3             | Indian Partnership (The Indian Partnership Act, 1932)   |             |
| 1.1.3           | What is Partnership? - Partnership Formation - Types of Partnerships - Dissolution of Partnership - Rights, Duties and liabilities of partners        |             |
| <b>UNIT II</b>  | <b>Negotiable Instrument Act, 1881</b>  | 10 lectures |
| 2:1             | Introduction of Negotiable Instruments and Characteristics  |             |
| 2.1.1           | Types of Negotiable Instruments   |             |
| 2.2             | Parties - Negotiation, Endorsement and Presentment - Criminal Liability on Dud cheques  |             |
| <b>UNIT III</b> | <b>Companies Act, 1956 (Section 1-100) (As Per 2014 Amendments)</b>   | 20 lectures |
| 3:1             | Meaning - Incorporation of Company- Memorandum of Association & Articles of association – Prospectus - Meetings - Board of Directors                  |             |
| <b>UNIT IV</b>  | <b>Consumer Protection Act, 1986</b>  | 10 lectures |
| 4:1             | Objectives of the Act- Introduction of consumer - Who is consumer?  |             |
| 4.2             | Meaning of the words “Goods and Services” - Meaning of the words “ Defects and Deficiencies of Goods and services”                                    |             |

|     |  |  |
|-----|--|--|
| 4.3 | Consumer disputes and complaints - Unfair Trade Practice - Consumer Protection Councils - Consumer Disputes - Redressal Agencies |  |
|-----|--|--|

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Bare Act relating to the various Laws
2. Business Law K.R.Bulchandani Himalaya Publishing House
3. Elements of Mercantile Law Kapur N.D. Sultan Chand
4. Business Law S S Gulshan Excel Books, Delhi
5. Business Law P.K. Goel Biztantra
6. A Manual of Mercantile Law M.C.Shukla Chand & Co.
7. Students Guide to Corporate Law Datey V Taxman, New Delhi
8. Company Laws Dr. Avtar Singh Eastern Book Company

### **SUBJECT: BUSINESS MATHEMATICS**

**CLASS:** FYBMS

**COURSE CODE:** C. BMS.1.04

**TITLE:** BUSINESS MATHEMATICS

#### **LEARNING OBJECTIVES:**

1. To equip the student with a broad based knowledge of mathematics with emphasis on business applications

**Total Number of lectures: 60**

| <b>UNIT I</b> | <b>Elementary Financial Mathematics</b>   | <b>15 lectures</b> |
|---------------|---|--------------------|
| <b>1.1</b>    | A.P, G.P, and sums of their first n terms.  |                    |
| <b>1.1.1</b>  | Problems with business applications   |                    |
| <b>1.2</b>    | Simple interest, compound interest  |                    |
| <b>1.2.1</b>  | Interest compounded more than once a year nominal   |                    |
| <b>1.2.2</b>  | Effective and continuous rates of interest.   |                    |
| <b>1.2</b>    | Immediate (ordinary) annuity, its present value and future value                          |                    |
| <b>1.3</b>    | Equated Monthly Installments (EMI) using reducing interest system, amortization of loans. |                    |
| <b>1.4</b>    | Sinking Fund.   |                    |
| <b>1.5</b>    | Depreciation of assets.   |                    |
| <b>1.6</b>    | Functions   |                    |
| <b>1.6.1</b>  | Constant function   |                    |

|                 |  |             |
|-----------------|--|-------------|
| 1.6.2           | Linear function  |             |
| 1.6.3           | Step function  |             |
| 1.6.4           | Exponential function   |             |
| 1.6.5           | Business and Economics functions such as demand supply, total revenue, average revenue, total cost, average cost and profit function.  |             |
| 1.7             | Equilibrium point.   |             |
| 1.8             | Break even analysis  |             |
| 1.9             | Notion of permutations and combinations.<br>(Problems to be solved with calculator. Use a logarithm tables to be avoided.)   |             |
| <b>UNIT II</b>  | <b>Matrices and determinants</b>   | 15 lectures |
| 2:1             | Matrix Operations(addition of two matrices, scalar multiple of a matrix, matrix multiplication, transpose of a matrix).  |             |
| 2.2             | Determinant of a matrix of order 2 and 3, elementary properties of determinant   |             |
| 2.2.1           | Solving a system of linear equations (up to 3 variables) using Cramer's rule and application to business problems  |             |
| 2.3             | Elementary row and column operations on matrices   |             |
| 2.4             | Inverse of a matrix (up to order 3).   |             |
| 2.5             | Application of matrices to Leontief's open input-output model  |             |
| 2.6             | Linear inequality (upto 2 variables) and their Graphs.   |             |
| <b>UNIT III</b> | <b>Derivatives and their Applications</b>  | 15 lectures |
| 3.1             | Derivatives as a measure of rate   |             |
| 3.2             | Derivatives of functions – constant function, $x^n$ , $e^x$ , $a^x$ , $\log x$ .   |             |
| 3.3             | Rules of derivatives – scalar multiplication, sum, difference, product and quotient.   |             |
| 3.4             | Second order derivatives   |             |
| 3.5             | Application of derivatives – marginal cost, marginal revenue, elasticity of demand, maxima and minima for functions in Economics and Business.   |             |
| <b>UNIT IV</b>  | <b>Functions of two variables and Integration</b>  | 15 lectures |
| 4.1             | Functions of two variables with examples from Economics and Commerce such as Cobb- Douglas and other production functions, demand functions involving two commodities.   |             |
| 4.2             | First and second order partial derivatives   |             |
| 4.3             | Functions and their simple applications in Economics.  |             |
| 4.4             | Maxima and minima of functions of two variables using second order partial derivative criterion  |             |
| 4.5             | Constrained maxima and minima (one constraint only) using Lagrange's multiplier.   |             |
| 4.6             | Simple applications in Economics and Commerce : Marginal physical productivity of labour and capital, demand analysis of complementary and competitive commodities, partial elasticity, optimization of functions of two variables in Economics and Business |             |
| 4.7             | Integration as the reverse process of derivatives, standard formulae – integration of constant function, $x^n$ , $e^x$ , $a^x$ , $\log x$ .  |             |

|       |   |  |
|-------|---|--|
| 4.7.1 | Rules for integrals – sum, difference and scalar multiplications.   |  |
| 4.7.2 | Simple problems (Integration techniques such as finding total cost from marginal cost, total revenue from marginal revenue)   |  |
| 4.8   | Definite integrations, simple problems (No properties),   |  |
| 4.8.1 | Applications such producer’s surplus, consumer’s surplus, present value and future value of a continuously compounded annuity |  |

## REFERENCES:

- 1 Mathematics for Economics and Finance, Martin Anthony, Norman Biggs  
Cambridge low-price editions, 2000.
- 2 Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand & Sons  
Publications, 2006.
- 3 Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan Tata  
McGraw-Hill Publishing Company Ltd.
- 4 Mathematical Basis of Life Assurance IC –81 -----Insurance Institute of India, 2006.
- 5 Mathematics of Finance 2nd Edition Schaum’s Outline Series, Peter Zima, Robert  
Brows Tata McGraw – Hill Publishing Co. Ltd.

## SUBJECT: BUSINESS COMMUNICATION

**CLASS: FYBMS**

**COURSE CODE: C.BMS.1.05**

**LEARNING OBJECTIVES:** To develop the skills of the students for proper self expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes

**Total Number of lectures: 45**

|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT I</b>   | <b>Fundamentals of Communication</b>          | 15 lectures |
| 1:1             | Definition, meaning                           |             |
| 1.2             | Types   |             |
| 1.3             | Process and importance                        |             |
| <b>UNIT II</b>  | <b>Effective Communication</b>                | 15 lectures |
| 2.1             | Concept & Practice of Effective Communication |             |
| 2.2             | Barriers to Effective Communication           |             |
| 2.3             | Methods to Improve Communication Skills       |             |
| <b>UNIT III</b> | <b>Written Communication Skills</b>           | 15 lectures |

|                |  |             |
|----------------|--|-------------|
| <b>3.1</b>     | Report Writing   |             |
| <b>3.2</b>     | Letter writing   |             |
| <b>3.3</b>     | Preparation of Promotional Material<br>*with special reference to banks, Insurance companies and Joint stock companies |             |
| <b>UNIT IV</b> | <b>Oral Communication Skills</b>   | 15 lectures |
| <b>4.1</b>     | Understanding Audience   |             |
| <b>4.2</b>     | Use of language  |             |
| <b>4.3</b>     | Use of tone  |             |
| <b>4.4</b>     | Understanding body language  |             |

## **REFERENCES :**

- 1 Effective Communication Rai Urmila Himalaya, Mumbai
- 2 Business Communication Kaul Prentice Hall India
- 3 Basic Business Communication Lesikar TMH
- 4 Business Communication & Personality Development, Das Excel Books, Delhi
- 5 How to Listen Better? Pramila Ahuja & G Ahuja Sterling Publication
- 6 Contemporary Business Communication, Scot Biztantra
- 7 Business Communication for Managers: An Advanced Approach Penrose Thomson learning
- 8 Business Correspondence Whitehead G & H A.H.Wheeler,Allahabad

**SUBJECT: INTRODUCTION TO COMPUTERS**

**CLASS: FYBMS**

**COURSE CODE: C. BMS.1.06**

**LEARNING OBJECTIVES:**

1. To familiarize students with computers and its applications in the relevant fields and expose them to other related papers of IT.

**Total Number of lectures: 45**

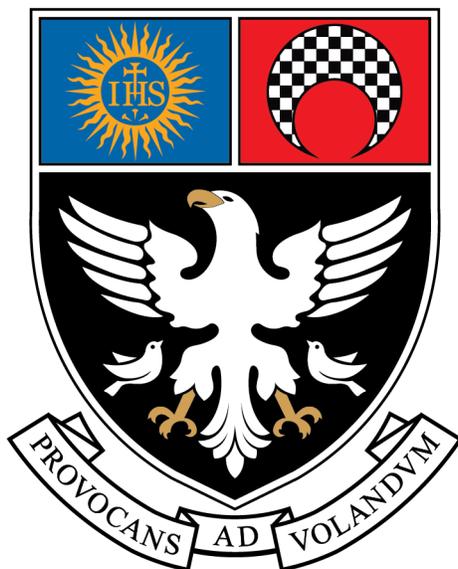
|                 |  |                    |
|-----------------|--|--------------------|
| <b>UNIT I</b>   | <b>Computer Basics</b>   | <b>10 lectures</b> |
| 1:1             | Components of a PC   |                    |
| <b>1.2</b>      | Introduction to networking   |                    |
| <b>1.3</b>      | Introduction to Internet and Cyber crime, cyber law, hacking- sniffing, spoofing, social reengineering |                    |
| <b>UNIT II</b>  | <b>Advanced Spreadsheets</b>   | <b>20 lectures</b> |
| 2:1             | Multiple spreadsheets  |                    |
| <b>2.1.1</b>    | Creating and Linking Multiple Spreadsheets.  |                    |
| <b>2.1.2</b>    | Add Headers/Footers to a Workbook  |                    |
| <b>2.1.3</b>    | Create Formulas that use references to cells in different worksheets                                   |                    |
| <b>2.1.4</b>    | Creating and using named ranges  |                    |
| <b>2.2</b>      | Functions  |                    |
| <b>2.2.1</b>    | Financial functions: FV, PV, PMT, PPMT, IPMT, NPER, RATE, NPV, IRR                                     |                    |
| <b>2.2.2</b>    | Database Functions VLOOKUP, HLOOKUP  |                    |
| <b>2.2.3</b>    | Conditional Logic functions IF, COUNTIF, SUMIF   |                    |
| <b>2.3</b>      | Data Analysis  |                    |
| <b>2.3.1</b>    | Using Scenarios, creating and managing a scenario.   |                    |
| <b>2.3.2</b>    | Using Goal Seek.   |                    |
| <b>2.3.3</b>    | Using Solver   |                    |
| <b>2.3.4</b>    | Tables – Building Pivot Tables, Pivot Table regions. Rearranging Pivot Table                           |                    |
| <b>2.3.5</b>    | Creating simple macros.  |                    |
| <b>UNIT III</b> | <b>MIS</b>   | <b>15 lectures</b> |
| 3:1             | Introduction to MIS  |                    |
| <b>3.2</b>      | Meaning Basic concepts   |                    |
| <b>3.3</b>      | BPS Introduction and Understanding the concept.  |                    |
| <b>3.4</b>      | ERP,What is ERP? What are its advantages   |                    |
| <b>UNIT IV</b>  | <b>Online uses of Media</b>  | <b>15 lectures</b> |
| 4:1             | Web 2.0  |                    |

**LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Introduction to Computers Peter Norton Sixth Edition McGraw Hill
2. Introduction to information Technology V. Rajaraman Prentice Hall India

3. Computers and Commonsense Hunt.J.Shelley Prentice Hall of India
4. Fundamentals of Information Technology A and Leon M , Leon Vikas 2002
5. A first Course in Computers Saxena, Sanjay Vikas Publishing 1998
6. Fundamentals of Information Technology Bharioke ,Deepak Excel book ,2000

2<sup>nd</sup> Semester Syllabus for BMS St. Xavier's College (Autonomous), Mumbai.



**St. Xavier's College (Autonomous), Mumbai**

**Approved Syllabus**

**2<sup>nd</sup> Semester Courses in BMS**

**(Academic Year 2016-2017)**

## SUBJECT : ORGANISATIONAL BEHAVIOUR

CLASS: FYBMS

COURSE CODE: C.BMS.2.01

TITLE: ORGANISATIONAL BEHAVIOUR

### LEARNING OBJECTIVES:

- 1. To understand basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario.*
- 2. To increase managerial effectiveness through understanding of self and others.*

**Total Number of lectures: 45**

|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT I</b>   | <b>Introduction</b>                             | 15 lectures |
| 1:1             | Concept and nature of Organizational behaviour  |             |
| 1.2             | Contributing disciplines to the field of O.B    |             |
| 1.3             | O.B. Models                                     |             |
| 1.4             | Need to understand human behaviour              |             |
| 1.4.1           | Challenges and Opportunities                    |             |
|                 |   |             |
| <b>UNIT II</b>  | <b>Individual &amp; Interpersonal Behaviour</b> | 15 lectures |
| 2:1             | Biographical Characteristics                    |             |
| 2.1.1           | Ability   |             |
| 2.1.2           | Values  |             |
| 2.2             | Attitudes-Formation                             |             |
| 2.2.1           | Theories  |             |
| 2.2.2           | Organisation related attitude                   |             |
| 2.2.3           | Relationship between attitude and behaviour     |             |
| 2.3             | Personality – determinants and traits           |             |
| 2.4             | Emotions  |             |
| 2.5             | Learning-Theories and reinforcement schedules   |             |
| 2.6             | Perception –Process and errors                  |             |
| 2.7             | Interpersonal Behaviour: Johari Window          |             |
| 2.8             | Transactional Analysis – ego states             |             |
| 2.8.1           | types of transactions                           |             |
| 2.8.2           | life positions                                  |             |
| 2.8.3           | applications of T.A.                            |             |
| <b>UNIT III</b> | <b>Group Behaviour &amp; Team Development</b>   | 15 lectures |
| 3:1             | Concept of Group and Group Dynamics             |             |

|                |   |             |
|----------------|---|-------------|
| 3.1.1          | Types of Groups                                     |             |
| 3.1.2          | Formal and Informal Groups                          |             |
| 3.1.3          | Stages of Group Development                         |             |
| 3.1.4          | Theories of Group Formation                         |             |
| 3.1.5          | Group Norms   |             |
| 3.1.6          | Group Cohesiveness                                  |             |
| 3.2            | Group Think and Group Shift                         |             |
| 3.2.1          | Group Decision Making                               |             |
| 3.2.2          | Inter Group Behaviour                               |             |
| 3.3            | Concept of Team Vs. Group                           |             |
| 3.3.1          | Types of teams                                      |             |
| 3.3.2          | Building and managing effective teams               |             |
| 3.4            | Effective Thinking                                  |             |
| 3.4.1          | Thinking Skills                                     |             |
| 3.4.2          | Thinking Styles                                     |             |
| 3.4.3          | Concept of Six Thinking Hats                        |             |
| <b>UNIT IV</b> | <b>Organization Culture and Conflict Management</b> | 15 lectures |
| 4:1            | Organizational Culture- Concept                     |             |
| 4.1.1          | Functions, Socialization                            |             |
| 4.1.2          | Creating and sustaining culture                     |             |
| 4.2            | Managing Conflict – Sources                         |             |
| 4.2.1          | types, process and resolution of conflict           |             |
| 4.3            | Managing Change                                     |             |
| 4.3.1          | Managing across Cultures                            |             |
| 4.3.2          | Empowerment and Participation                       |             |

**REFERENCES:**

| Sr. no. | Author                    | Title                                    | Publisher                        |
|---------|---------------------------|--|----------------------------------|
| 1       | Luthans Fred              | <i>Organizational Behaviour</i>          | Tata McGraw Hill New Delhi 2003. |
| 2       | Chhabra T.N & Singh B.P   | <i>Organization Behaviour</i>            | Sultan Chand & Sons.             |
| 3       | Khanka S.S                | <i>Organizational Behaviour</i>          | Sultan Chand and Sons New Delhi. |
| 4       | Joseph Weiss              | <i>Organization Behaviour and Change</i> | Vikas Publishing house 2004.     |
| 5       | Prasad L.M.               | <i>Organizational Behaviour</i>          | Sultan Chand & Sons 2003.        |
| 6       | Stephen P. Robbins        | <i>Organizational Behaviour</i>          | “Prentice Hall of India Pvt. Ltd |
| 7       | Gosh P.& K & Ghorpade M.B | Industrial Psychology                    | Himalaya, Mumbai                 |
| 8       | Newstrom J. Keith D       | Organizational Behaviour                 | Tata McGraw Hill, New Delhi      |

**SUBJECT: INDUSTRIAL LAW**

**CLASS:FYBMS**

**COURSE CODE:C.BMS.2.02**

**TITLE: INDUSTRIAL LAW**

**LEARNING OBJECTIVES:**

*To emphasize on the practical aspect and uses of Industrial Law by the Organization*

**Total Number of lectures: 45**

|                 |  |             |
|-----------------|--|-------------|
| <b>UNIT I</b>   | <b>Laws related to Industrial Relation and Industrial Disputes</b>                                   | 15 lectures |
| 1:1             | Industrial Disputes Act, 1947  |             |
| <b>1.1.1</b>    | Definitions , authorities award and settlement, strikes, lockouts                                    |             |
| <b>1.1.2</b>    | Layoffs retrenchment and closure   |             |
| <b>1.2</b>      | The Trade Unions Act, 1926   |             |
| <b>UNIT II</b>  | <b>Laws related to Health, Safety and Welfare</b>  | 15 lectures |
| 2:1             | The factories Act, 1948  |             |
| <b>2.1.1</b>    | Provisions related to approval, licensing, registration, inspecting staff, health safety and welfare |             |
| <b>UNIT III</b> | <b>Social Legislations</b>   | 15 lectures |
| 3:1             | Employees' State insurance Act, 1948   |             |
| <b>3.1.1</b>    | Committees councils and various benefits   |             |
| <b>3.2</b>      | Employees' Provident fund  |             |
| <b>3.3</b>      | Miscellaneous Provision Act, 1948  |             |
| <b>3.3</b>      | schemes, administration and determination of dues  |             |
| <b>UNIT IV</b>  | <b>Laws related to Compensation Management</b>   | 15 lectures |
| 4:1             | The Payment of Wages Act, 1948   |             |
| <b>4.1.1</b>    | Objectives , Definitions, authorized deductions  |             |
| <b>4.2</b>      | The Minimum wages Act, 1948  |             |
| <b>4.3</b>      | The Payment of Gratuity Act, 1972  |             |
|                 |  |             |

**LIST OF RECOMMENDED REFERENCE BOOKS:**

| <b>Sr. no.</b> | <b>Title</b>                        | <b>Author</b>        | <b>Publisher</b>            |
|----------------|-------------------------------------|----------------------|-----------------------------|
| 1              | Industrial and Labour Laws          | Dr.Sanjeev Kumar     | Bharat Law H P Ltd          |
| 2              | Commercial and Industrial Law       | S K Dasgupta         | Sterling Publishers Pvt Ltd |
| 3              | Bare – Acts ---- Govt. Publications |                      |                             |
| 4              | Industrial Law                      | Mr.N.D.Kapoor        | Sultan Chand                |
| 5              | Industrial and Labour Laws          | Dr.Sanjeev Kumar     | Bharat Law House (P) Ltd.   |
| 6              | Industrial Participation            | Bell D Pitman London |                             |

|   |                           |                |                  |
|---|---------------------------|----------------|------------------|
| 7 | Employee's Provident Fund | Chopra D.S     | Labor Law Agency |
| 8 | Industrial Law            | Mr.P.L.Mallick | Mr.P.L.Mallick   |

**SUBJECT: COMPUTER APPLICATIONS IN BUSINESS**

**CLASS: FYBMS**

**COURSE CODE: C.BMS.2.03**

**TITLE: COMPUTER APPLICATIONS IN BUSINESS**

**LEARNING OBJECTIVES:**

To make the students aware of the concepts of using the various options that will aid in better decision making. The modules of E-Commerce and HTML will give the students a brief insight and working knowledge of these

**Total Number of lectures: 45**

|                |  |             |
|----------------|--|-------------|
| <b>UNIT I</b>  | <b>Advanced Spreadsheets</b>   | 15 lectures |
| 1:1            | Multiple spreadsheets  |             |
| <b>1.1.1</b>   | Creating and Using templates   |             |
| <b>1.1.2</b>   | Creating and Linking Multiple Spreadsheets.  |             |
| <b>1.1.3</b>   | Add Headers/Footers to a Workbook.   |             |
| <b>1.1.4</b>   | Create Formulas that use references to cells in different worksheets.              |             |
| <b>1.1.5</b>   | Creating and using named ranges  |             |
| <b>1.2</b>     | <b>Functions</b>   | 15 lectures |
| 1:2.1          | Financial functions: FV, PV, PMT, PPMT, IPMT, NPER, RATE, NPV, IRR                 |             |
| <b>1.2.2</b>   | Database Functions VLOOKUP, HLOOKUP  |             |
| <b>1.2.3</b>   | Conditional Logic functions IF, COUNTIF, SUMIF                                     |             |
| <b>1.3</b>     | <b>Data Analysis</b>   | 15 lectures |
| 1.3.1          | Using Scenarios, creating and managing a scenario.                                 |             |
| <b>1.3.2</b>   | Using Goal Seek  |             |
| <b>1.3.3</b>   | Using Solver   |             |
| <b>1.3.4</b>   | Pivot Tables – Building Pivot Tables, Pivot Table regions.Rearranging Pivot Table. |             |
| <b>1.3.5</b>   | Creating simple macros.  |             |
| <b>UNIT II</b> | <b>Web Designing Using HTML</b>  | 15 lectures |
| 2.1            | Evolution of HTML  |             |
| <b>2.1.1</b>   | Concept of Hyper Text, Tags  |             |

|                 |   |  |
|-----------------|---|--|
| 2.1.2           | Structure of an HTML file   |  |
| 2.1.3           | Basic Tags - <head>, <title>, <body>, <h1> to <h6>, <p>, <b>  |  |
| 2.1.4           | Formatting text – Logical and Physical tags   |  |
| 2.2             | Style Sheets  |  |
| 2.2.1           | Creating Lists and Tables   |  |
| 2.2.2           | Adding graphics with and without text, alignment.   |  |
| 2.2.3           | Creating links – internal and External, mail links  |  |
| 2.2.4           | Creating Frames   |  |
| 2.3             | Understanding How softwares like Front Page, Dream Weaver Create HTMLfiles. Uploading HTML Pages using SW like Cute FTP, WS FTP                       |  |
| <b>UNIT III</b> | <b>E-Commerce</b>   |  |
| 3.1             | Definition Diff. between Ecommerce and E-business   |  |
| 3.1.1           | E-commerce infrastructure, Packet switching, TCP/IP, IP addresses Domain Names.<br>URL.5.HTIP, SMTP.POPMAP, SSL, TELNET, FINGER, TRACERT              |  |
| 3.2             | Development of web Browsers Hypertext   |  |
| 3.3             | Features of E-commerce (Advertising)  |  |
| 3.3.1           | Types of E-commerce (B2C, B2B, C2C, P2P)  |  |
| 3.3.2           | Business Models in E-Commerce (Revenue, Advertising Subscription, Transaction Fee, Seles Revenue, Affiliate Revenue)                                  |  |
| 3.3.3           | Major B2c models (Portal, Etailer. Content Provider Transaction Broker, Market Creator. Service provider, Community provider.                         |  |
| 3.3.4           | E-commerce Security : Integrity, Non Repudiation, Authenticity, Confidentiality, privacy, Availability.   |  |
| 3.4             | Encryption : Definition, Symmetric Key Encryption, DES (Data Encryption Standard, PKI (Public Key infrastructure) Signatures. Digital signatures.SSL. |  |
| 3.5             | Payment Systems: Digital Cash, Online stored value digital accumulating balance payment, Digital credit accounts, digital checking.                   |  |
| 3.6             | How an Online credit card transaction works SET protocol  |  |
| 3.7             | Limitation of E-commerce  |  |
| <b>UNIT IV</b>  | <b>MIS</b>  |  |
| 4.1             | Introduction to MIS   |  |
| 4.1.1           | Meaning Basic concepts.   |  |
| 4.1.2           | BPS Introduction and Understanding the concept  |  |
| 4.1.3           | ERP What is ERP? What are its advantages?   |  |

#### LIST OF RECOMMENDED REFERENCE BOOKS:

1. Introduction to Computers Peter Norton Sixth Edition McGraw Hill
2. Introduction to information Technology V. Rajaraman Prentice Hall India
3. Computers and Commonsense Hunt.J.Shelley Prentice Hall of India

4. Fundamentals of Information Technology Deepak Bharihoke Excel Books,2012

**SUBJECT: MANAGERIAL ECONOMICS-I**

**CLASS: FYBMS**

**COURSE CODE: C.BMS.2.04**

**TITLE: MANAGERIAL ECONOMICS-I**

**LEARNING OBJECTIVES:**

*To understand the basic concepts and issues in business economics and their application in business decisions.*

**Total Number of lectures: 45**

|                 |  |             |
|-----------------|--|-------------|
| <b>UNIT I</b>   | <b>Introduction</b>  | 15 lectures |
| 1:1             | Meaning and Scope of managerial economics  |             |
| <b>1.1.1</b>    | relationship to economic theory relationship with decision theory                    |             |
| <b>1.1.2</b>    | role of managerial economics   |             |
| <b>1.2</b>      | objectives and constraints of the firm   |             |
| <b>1.2.1</b>    | Introduction to risk, asymmetric information and game theory                         |             |
| <b>UNIT II</b>  | <b>Demand Analysis</b>   | 15 lectures |
| 2:1             | Meaning of demand-Market demand function -Demand curve                               |             |
| <b>2.1.1</b>    | factors affecting demand   |             |
| <b>2.1.2</b>    | Variation and increase/decrease in demand  |             |
| <b>2.2</b>      | Elasticity of demand   |             |
| <b>2.2.1</b>    | Graphical representation of price elasticity of demand Price                         |             |
| <b>2.2.2</b>    | income and cross elasticity of demand  |             |
| <b>2.3</b>      | Estimation of demand   |             |
| <b>2.3.1</b>    | Numerical problems for measurement of elasticity                                     |             |
| <b>UNIT III</b> | <b>Production and Costs</b>  | 15 lectures |
| 3:1             | Meaning of production  |             |
| <b>3.1.1</b>    | Types of production function   |             |
| <b>3.1.2</b>    | Importance of production function in managerial decision-making                      |             |
| <b>3.2</b>      | Application of production function in productive sectors (service and manufacturing) |             |
| <b>3.2.1</b>    | Economies of scale and scope   |             |
| <b>3.2.2</b>    | Importance of cost in managerial decision-making                                     |             |
|                 | Economic concepts of ivcost –<br>Functional form of short run and long run cost      |             |
|                 | Estimation and alternative methods<br>of estimation of cost                          |             |
|                 | LAC as a decision making tool  |             |
|                 | Impact of learning curve   |             |
| <b>UNIT IV</b>  | <b>Market Structures</b>   | 15 lectures |

|       |  |  |
|-------|--|--|
| 4:1   | Meaning of market structure, need for analyzing market structure, types of markets   |  |
| 4.1.1 | <b>Perfect competition &amp; Monopoly</b>  |  |
| 4.1.2 | Features-Representative firm, and industry-Equilibrium in short and long run-Price and output determination using diagrams |  |
| 4.1.3 | Normal profits, losses and supernormal profits in short run-Long run and normal profit                                     |  |
| 4.1.4 | Merits and limitations of perfect markets  |  |
| 4.2   | <b>Oligopoly and Monopolistic Competition</b>  |  |
| 4.2.1 | Oligopoly-definition and characteristics-Collusion and cartel-Non-price competition-Price stickiness and kinked demand     |  |
| 4.2.2 | Monopolistic competition-definition and characteristics-Equilibrium-Price and output determination                         |  |

**REFERENCES :**

| Sr. no. | Title  | Author                                   | Publisher                       |
|---------|--|--|---------------------------------|
| 1       | Managerial Economics                         | Dean Joel                                | Eastern Edition                 |
| 2       | Managerial Economics                         | Almanand                                 | Excel Books New Delhi           |
| 3       | Managerial Economics                         | Hague D Longman London                   |                                 |
| 4       | A study of Managerial Economics              | Gopalakrishna                            | Himalaya Mumbai                 |
| 5       | Managerial Economics                         | Cauvery Retal                            | S. Chand New Delhi              |
| 6       | Managerial Economics                         | Paul G Keat KY                           | Young Prentice Hall Publication |
| 7       | Managerial Economics-Analysis Problems Cases | Lila J. Truett and Dale B. Truett        | <i>John Wiley &amp; Sons</i>    |
| 8       | The Economy Today                            | Bradley R Schiller                       | McGraw-Hill                     |
| 9       | Principles of Economics                      | Robert H Frank and Ben S Bernanke (2007) | Tata McGraw- Hill New Delhi     |
| 10      | Managerial Economics                         | Ahuja HL (2007)                          | S. Chand & Co Delhi             |
| 11      | The New Managerial Economics                 | William Boyce Biztantra                  |                                 |

## SUBJECT: BUSINESS STATISTICS

CLASS: FYBMS

COURSE CODE: C.BMS.2.05

TITLE: BUSINESS STATISTICS

### LEARNING OBJECTIVES:

*To develop student's familiarity with the basic concept and tools in statistics and operations research. These techniques assist specially in resolving complex problems and serve as a valuable guide to the decision makers.*

**Total Number of lectures: 45**

|                |  |             |
|----------------|--|-------------|
| <b>UNIT I</b>  | <b>Descriptive Statistics For Univariate Data</b>  | 15 lectures |
| 1:1            | Introduction to Statistics: Types of data. Data collection methods – Census and Sample Survey  |             |
| 1.1.1          | Presentation of data: Tabular (Frequency distribution) and Graphical (Frequency Curve, Ogives, Histogram)  |             |
| 1.2            | Measures of Dispersion: Absolute measures – Range, Quartile deviation, Standard deviation  |             |
| 1.2.1          | Variance and Relative measures – coefficient of range, coefficient of quartile deviation, coefficient of variation.                                |             |
| <b>UNIT II</b> | <b>Forecasting Techniques</b>  | 15 lectures |
| 2:1            | Correlation and Regression: Karl Pearson's coefficient of correlation  |             |
| 2.1.1          | (Properties and calculation); Spearman's Rank Correlation coefficient. Linear regression equation – Statement and use.                             |             |
| 2.2            | Time Series: Components. Additive and multiplicative models, Estimation of linear trend by<br>(i) least squares method (ii) moving average method. |             |
| 2.2.1          | Determination of seasonal trend using simple average method.   |             |
| 2.3            | Index Numbers: Meaning and uses, Simple and composite index number.  |             |
| 2.3.1          | Aggregative and average of price relatives – simple and weighted index numbers.  |             |
| 2.3.2          | Construction of index number-fixed and chain base.   |             |
| 2.3.3          | Laspayre's Paasche's Kelly's and Fisher's index numbers.   |             |
| 2.3.4          | Construction of (i) consumer price index (ii) Cost of living index numbers.  |             |
| 2.3.5          | Deflating, Splicing, Shifting of Base Year.  |             |
| 2.3.6          | Conversion from fixed Base to Chain Base index numbers and vice-a-versa.   |             |

|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT III</b> | <b>Probability and Probability Distribution</b>   | 15 lectures |
| 3:1             | Probability: Sample space as a concept, different types of events. Definition of probability.   |             |
| <b>3.1.1</b>    | Addition and Multiplication Laws of probability   |             |
| <b>3.1.2</b>    | (Statements and use only) conditional probability , Bayes' Theorem ( concept only)  |             |
| <b>3.2</b>      | Random Variable, Expectation and Variance. Probability distributions- Binomial and Normal.  |             |
| <b>UNIT IV</b>  | <b>Testing of Hypotheses</b>  | 15 lectures |
| 4:1             | Sampling distribution : Sample mean and sample proportion   |             |
| <b>4.1.1</b>    | Determination of sample size. Central Limit Theorem (Statement only)  |             |
| <b>4.1.2</b>    | Hypothesis: Simple and composite, null and alternative.   |             |
| <b>4.2</b>      | Two types of errors, level of significance (concepts only)  |             |
| <b>4.2.1</b>    | Large sample test Tests based on Normal distribution (Tests for mean and difference in two means, proportion and difference in two proportions) |             |
| <b>4.2.2</b>    | Interval estimation. t-test (concept only)  |             |
|                 |   |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

- 1 Statistics for Management Richard Levin and David S. Rubin Prentice Hall of India, New Delhi
- 2 Statistics for Business & Economics David R Anderson, Dennis J Sweney Thompson Publication (Scuta Eastern)
- 3 Fundamentals of Statistics S.C. Gupta Himalaya Publishing House.
- 4 Business Statistics Bhardwaj Excel Books, Delhi
- 5 Introduction to Probability theory and its Application Feller W. Wiley
- 6 Data Analysis for Managers Roberts H Scientific Press
- 7 Statistics for Management Sharma Himalaya Publishing House.
- 8 Theory and Problems of Statistics M.R. Spiegel, McGraw Hill Publishing Co.
- 9 Elementary Statistics S.P. Gupta and ArchanaGupta Sultan Chand and Sons, New Delhi
- 10 Business Statistics J. S. Chandan Vikas Publishing House

## SUBJECT: INTRODUCTION TO COST ACCOUNTING

CLASS: FYBMS

COURSE CODE: C.BMS.2.06

TITLE: INTRODUCTION TO COST ACCOUNTING

### LEARNING OBJECTIVES:

To familiarize the students with the basic cost, concepts, allocation and control of various costs and methods of costing.

**Total Number of lectures: 45**

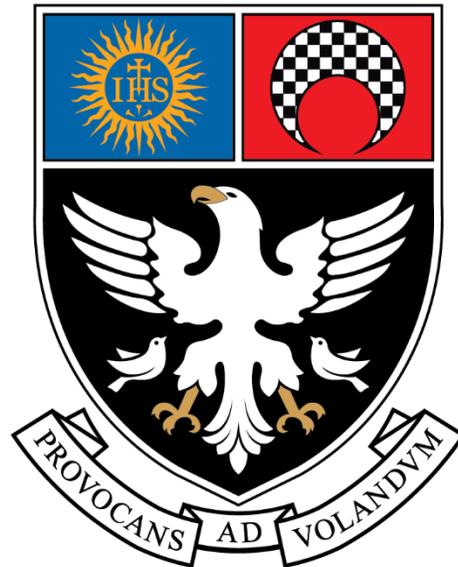
|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT I</b>   | <b>Introduction &amp; Importance of Cost Accounting</b>         | 15 lectures |
| 1:1             | Cost, costing, Cost accounting                                  |             |
| <b>1.1.1</b>    | Cost ascertainment  |             |
| <b>1.1.2</b>    | Cost control  |             |
| <b>1.1.3</b>    | Cost classification   |             |
| <b>1.2</b>      | Reporting : Distinction between cost & financial accountancy    |             |
| <b>1.3</b>      | Advantages of cost accounting                                   |             |
| <b>1.3.1</b>    | Objectives of cost accounting                                   |             |
| <b>UNIT II</b>  | <b>Elements of Cost: material-labour- overheads</b>             | 15 lectures |
| 2:1             | <b>Bases of Cost Classification</b>                             |             |
| <b>2.1.1</b>    | On the basis of :-Behavior / Variability                        |             |
| <b>2.1.2</b>    | Element of cost including direct & indirect concept             |             |
| <b>2.1.3</b>    | Functions   |             |
| <b>2.2</b>      | <b>Determination of Total Cost</b>                              |             |
| <b>2.2.1</b>    | Cost structure  |             |
| <b>2.2.2</b>    | Cost sheets   |             |
| <b>2.2.3</b>    | Composition of selling price                                    |             |
| <b>UNIT III</b> | <b>Reconciliation between Cost and Financial Records</b>        | 15 lectures |
| 3:1             | Meaning and Definition  |             |
| <b>3.1.1</b>    | Need for reconciliation   |             |
| <b>3.1.2</b>    | Causes of disagreement  |             |
| <b>3.1.3</b>    | Procedure and preparation of statement of reconciliation        |             |
| <b>UNIT IV</b>  | <b>Elementary Principles and Techniques of Marginal Costing</b> | 15 lectures |
| 4:1             | <b>A. Elementary Principles of Marginal Costing</b>             |             |
| <b>4.1.1</b>    | Meaning - Features of marginal costing                          |             |
| <b>4.1.2</b>    | Advantages of marginal costing                                  |             |
| <b>4.1.3</b>    | Limitations of marginal costing                                 |             |
| <b>4.1.4</b>    | Concept of profit   |             |
| <b>4.2</b>      | <b>B. Techniques of Marginal Costing</b>                        |             |
| <b>4.2.1</b>    | Contribution - Profit / volume ratio - Break even point         |             |
| <b>4.2.2</b>    | Margin of safety - Cost volume profit analysis                  |             |

|     |                     |  |
|-----|---------------------|--|
| 4.3 | C. Contract Costing |  |
|-----|---------------------|--|

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

- 1 Management Accounting I.M PandeyVikas Publishing
- 2 Cost Accounting C.S. Rayudu Tata Mc. Grow Hill & Co. Ltd., Mumbai
- 3 Cost Accounting Theory & Practice M.N. Aurora S. Chand & Co. (P) Ltd., New  
Delhi
- 4 Cost Accounting-A Managerial Emphasis Horngren, Charles, Foster and Datar  
Prentice Hall of India
- 5 Advanced Problems and Solutions in Cost Accounting *Maheshwari S.N.* S. Chand & Co. (P) Ltd., New  
Delhi
- 6 Cost Accounting *Jain S.P., Narang K.L.* Kalyani, New Delhi.
- 7 Cost Accounting and Financial Management Ravi M. Kishore Taxman's,
- 8 Principles of Cost Accounting Vanderbeck Thomson learning

3<sup>rd</sup> Semester Syllabus for BMS. St. Xavier's College (Autonomous), Mumbai.



**St. Xavier's College (Autonomous), Mumbai**  
**Syllabus**  
**For 3<sup>rd</sup> Semester Courses in BMS**  
**(Academic Year 2016-2017)**

**SUBJECT: Human Resource Management.**

**CLASS: SYBMS**

**COURSE CODE:3.01**

**TITLE: HUMAN RESOURCE MANAGEMENT**

**LEARNING OBJECTIVES:**

1. To make students understand human resource in its proper perspective.
2. To familiarize them with the various functions of human resource management.
3. To lay a strong foundation for pursuing goals of becoming HR strategists, change agents and organizational transformationalists.

**Total Number of lectures:**

| <b>UNIT I</b>  | <b>Title</b>  |          |
|----------------|---|----------|
| 1:1            | <b>Introduction to HRM</b>  | <b>8</b> |
| 1.1.1          | Definition, features, scope/Functions of HRM.   |          |
| 1.1.2          | Evolution of HRM/ Trends in HRM   |          |
| 1.1.3          | Difference between HRM and PM   |          |
| 1.1.4          | Challenges Before the HR Manager  |          |
| 1.1.5          | Role of the HR manager  |          |
| 1.1.6          | Traits/Characteristics of the workforce, Personnel Philosophy                             |          |
| 1.1.7          | Personnel Manual  |          |
| 1.2            | <b>Human Resource Planning</b>  | <b>6</b> |
| 1.2.1          | Definition of HRP   |          |
| 1.2.2          | Process of HRP along with brief coverage of personnel demand and supply                   |          |
| 1.2.3          | Forecasting techniques  |          |
| 1.2.4          | Factors affecting HRP   |          |
| 1.2.5          | HRIS  |          |
| 1.2.6          | VRS, outsourcing, pinkslip/termination/retrenchment/downsizing/<br>Separation             |          |
| 1.2.7          | Contracting and sub-contracting   |          |
| 1.2.8          | Promotions and transfers  |          |
| <b>UNIT II</b> | <b>Title</b>  |          |
| 2:1            | <b>Job analysis, Job Design and Job evaluation</b>  | <b>5</b> |
| 2.1.1          | Job analysis- definition, method of collecting job data, merits and demerits/ limitations |          |
| 2.1.2          | Job design definition, factors affecting job design , approaches to job design            |          |
| 2.1.3          | Job evaluation- definition, methods of job evaluation, process of job evaluation          |          |
| 2.2            | <b>Recruitment, selection and Induction</b>   | <b>5</b> |

|                 |   |          |
|-----------------|---|----------|
| 2.2.1           | Recruitment- Definition, sources of recruitment , merits and demerit                      |          |
| 2.2.2           | Selection- definition process of selection, types of selection tests, types of interviews |          |
| 2.2.3           | Induction/orientation- definition, methods, process                                       |          |
| 2.2.4           | Placement   |          |
| 2.3             | <b>Training and Development</b>   | <b>6</b> |
| 2.3.1           | Definition if training and development  |          |
| 2.3.2           | Methods of training Managers  |          |
| 2.3.3           | Process/ Procedure of conducting training programs  |          |
| 2.3.4           | How to evaluate effectiveness of training program   |          |
| 2.3.5           | Advantages of T & D   |          |
| <b>UNIT III</b> | <b>Title</b>  |          |
| 3:1             | <b>Performance Appraisal</b>  | <b>7</b> |
| 3.1.1           | Definition  |          |
| 3.1.2           | Methods of appraisal for managers – traditional and modern                                |          |
| 3.1.3           | Process/procedure of conducting performance appraisal                                     |          |
| 3.1.4           | Advantages of performance appraisal   |          |
| 3.1.5           | Limitations of performance appraisal  |          |
| 3.2             | <b>Compensation managemen</b>   | <b>6</b> |
| 3.2.1           | Definition of compensation  |          |
| 3.2.2           | Components of salary/ salary slip   |          |
| 3.2.3           | Fringe benefits- definition and types   |          |
| 3.2.4           | Performance linked incentives/incentives definition, advantages and disadvantages         |          |
| 3.3             | <b>Career planning and Development</b>  | <b>6</b> |
| 3.3.1           | Definition of career planning and career development                                      |          |
| 3.3.2           | Process /procedure  |          |
| 3.3.3           | Career stages/career life cycle and how to handle personnel at each stage                 |          |
| 3.3.4           | Essentials to make career planning successful   |          |
| 3.3.5           | Career counselling  |          |
| 3.3.6           | Employee Retention techniques   |          |
| 3.3.7           | Succession planning   |          |
| <b>UNIT IV</b>  | <b>Title</b>  |          |
| 4:1             | <b>Participative management</b>   | <b>4</b> |
| 4.1.1           | Definition of participative management  |          |
| 4.1.2           | Levels of participation   |          |
| 4.1.3           | Trends in Participative management  |          |
| 4.1.4           | Factors important for effective participative management                                  |          |
| 4.1.5           | Forms of participation  |          |
| 4.1.6           | Participation through quality circles   |          |
| 4.1.7           | Empowered teams   |          |
| 4.2             | <b>Industrial relations</b>   | <b>4</b> |
| 4.2.1           | Definition of industrial relations  |          |
| 4.2.2           | Importance of industrial relations  |          |
| 4.2.3           | Features of industrial relations  |          |

|              |                                    |          |
|--------------|------------------------------------|----------|
| <b>4.2.4</b> | Parties to industrial relations    |          |
| <b>4.2.5</b> | Approaches to industrial relations |          |
| <b>4.3</b>   | <b>Trade Unions</b>                | <b>3</b> |
| <b>4.3.1</b> | Definition of a trade union        |          |
| <b>4.3.2</b> | Features of a trade union          |          |
| <b>4.3.3</b> | Trade Union movement in India      |          |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

| <b>Sr. No.</b> | <b>Title</b>                                   | <b>Author</b>                    |
|----------------|--|----------------------------------|
| 1              | Human Resources and Personnel Management       | K Aswathappa                     |
| 2              | Personnel Management                           | Mamoria                          |
| 3              | Personnel Management                           | Flippo                           |
| 4              | Excellence through HRD                         | M Nair and T V Rao               |
| 5              | Handbook of Human Resource Management Practice | Armstrong and Micheal Kogan Page |

### **SUBJECT: MANAGEMENT ACCOUNTING**

**CLASS: SYBMS**

**COURSE CODE: C.BMS.3.02**

**TITLE: MANAGEMENT ACCOUNTING**

### **LEARNING OBJECTIVES:**

1. To familiarize the students with the provisions and use of accounting information to managers within organizations.
2. To provide them with the basis to make informed business decisions that will allow them to be better equipped in their management and control functions.
3. To help them in preparing and presenting financial and other decision oriented information in such a way as to assist management decision

**Total Number of lectures: 45**

| <b>UNIT I</b>   | <b>Title</b>   | <b>20lectures</b>  |
|-----------------|--|--------------------|
| 1:1             | <b>Analysis and Interpretation of Accounts</b>   |                    |
| 1.1.1           | Study of Balance Sheet Schedule VI of Limited Company  |                    |
| 1.1.2           | Study of Manufacturing Trading Profit and Loss Account of a Limited Company  |                    |
| 1.2             | <b>Vertical Forms</b>  |                    |
| 1.2.1           | Relationship Between items in Balance Sheet and Profit and Loss account.   |                    |
| 1.2.2           | A. Trend analysis<br>B. Comparative Statement<br>C. Common Size Statement  |                    |
| <b>UNIT II</b>  | <b>Title</b>   | <b>10 lectures</b> |
| 2:1             | <b>Ratio analysis and Interpretation</b>   |                    |
| 2.1.1           | ( Based on Vertical Form of Financial Accounts) including conventional and functional classification restricted to-  |                    |
| 2.1.2           | a) Balance Sheet ratios:<br>I. Current Ratio<br>II. Liquid Ratio<br>III. Stock Working capital ratio<br>IV. Proprietary ratio<br>V. Debt – Equity ratio<br>Capital gearing ratio   |                    |
| 2.1.3           | b) Revenue Statement Ratios:<br>I. Gross Profit Ratio<br>II. Expense Ratio<br>III. Operating Ratio<br>IV. Net Profit Ratio<br>V. Net operating profit Ratio<br>VI. Stock turnover Ratio  |                    |
| 2.1.4           | c) Combined ratios:-<br>I. Return on Capital employed (including long term borrowings)<br>II. Return on Proprietor’s Funds ( Shareholders funds and preference share capital)<br>III. Return on Equity capital, dividend payout ratio<br>IV. Debt service Ratio<br>V. Debtors Turnover<br>VI. Creditors turnover |                    |
| 2.1.5           | Different modes of expressing Ratios: rate, ratio, percentage, number<br>Limitations of the use of rations, interaction of ratios  |                    |
| <b>UNIT III</b> | <b>Title</b>   | <b>10 lectures</b> |
| 3:1             | <b>Preparation of Statement of Sources and Application of Case</b>   |                    |
| 3.1.1           | (Cash flow statement) with reference to Accounting Standard No. 3  |                    |

| <b>UNIT IV</b> | <b>Title</b>  | <b>20 lectures</b> |
|----------------|---|--------------------|
| <b>4:1</b>     | <b>Working Capital – concept</b>  |                    |
| <b>4.1.1</b>   | Estimation/ projection of requirements in case of trading and Manufacturing Organization.                 |                    |
| <b>4.2</b>     | <b>Marginal costing</b>   |                    |
| <b>4.2.1</b>   | Concept, Contribution, Break even analysis, Application if Marginal costing in Managerial Decision making |                    |
| <b>4.3</b>     | <b>Standard costing and Budgetary controls</b>  |                    |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

| <b>Sr. no.</b> | <b>Title</b>                          | <b>Author</b>       | <b>Publisher</b>       |
|----------------|---------------------------------------|---------------------|------------------------|
| 1.             | Cost Management                       | Saxena and Vashitha | S. Chand and Sonsa     |
| 2.             | Cost & Management Accounting          | Ravi N. Kishore     | Pulication<br>Taxmonth |
| 3.             | Essentials of Management Accounting   | P.N. Reddy          | Himalaya               |
| 4.             | Advanced Management Accounting        | Robert S. Kailer    | Prentice Hall          |
| 5.             | Financial of Management Accounting    | S.R. Varshney       | Wisdom                 |
| 6.             | Introduction of Management Accounting | Charbs T Hornram    | PHI Leavington         |
| 7.             | Management Accounting                 | I.M.Pandey          | Vikas Publication      |
| 8.             | Cost and Management Accounting        | D.K. Mittal         | Galgotia               |
| 9.             | Management Accounting                 | Khan and Jani       | Tata Mcgraw            |
| 10.            | Management Accounting                 | R.P. Resstogi       | Gelgoha                |

## **SUBJECT: PRODUCTION & MATERIALS MANAGEMENT**

**CLASS:**

**COURSE CODE: C.BMS.3.03**

**TITLE: PRODUCTION & MATERIALS MANAGEMENT**

### **LEARNING OBJECTIVES:**

1. To help students understand the process of transformation of a range of inputs into the required products/services having the requisite quality level.
2. To introduce them to the planning, implementation and control of industrial production processes to ensure smooth and efficient operation.
3. To introduce them to the branch of logistics that deals with the tangible components of a supply chain.

**Total Number of lectures: 45**

| <b>UNIT I</b>   | <b>Title</b>  | <b>10 lectures</b> |
|-----------------|---|--------------------|
| 1:1             | Introduction to the concept of operations and Operation Management.   |                    |
| <b>1.2</b>      | Development of Production Function. Relation of Production with other Functions like design function, purchase function, plant layout, maintenance etc.   |                    |
| <b>1.3</b>      | Production classification, product selection (steps in identifying the product for manufacturing), Product development (market pull, technology push, inter functional approach).               |                    |
| <b>1.4</b>      | Brief description/importance of research development and design of a product  |                    |
| <b>UNIT II</b>  | <b>Title</b>  | <b>15 lectures</b> |
| 2:1             | Facilities planning (how much to produce, level of automation, facilities required for manufacturing , where to produce, arranging required facilities, how to produce etc.) production systems |                    |
| <b>2.2</b>      | Plant layout: difference between various types of layout (Product layout, process layout, Cellular layout, static layout etc)   |                    |
| <b>2.3</b>      | Various types of material Handling systems: their guidelines/principles, distinguishing features, uses  |                    |
| <b>2.4</b>      | Overview of various types of maintenance systems  |                    |
| <b>2.5</b>      | Meaning/functions/ nature of production, planning and control   |                    |
| <b>UNIT III</b> | <b>Title</b>  | <b>20 lectures</b> |
| 3:1             | Importance of materials management (corporate policy, organisation, research, planning, source selection)   |                    |
| <b>3.2</b>      | Value Analysis and Value Engineering  |                    |
| <b>3.3</b>      | Purchase Management, importance of purchasing, various R's of Purchasing, purchasing systems  |                    |

|                |  |             |
|----------------|--|-------------|
| <b>3.4</b>     | Need for forecasting price/policy on seasonal commodities and capital equipments. Simple problems on various types of forecasting including exponential smoothing.                 |             |
| <b>3.5</b>     | Inventory management, its prime importance in our country today.   |             |
| <b>3.6</b>     | Inventory control techniques- ABC, FSN, GOLF, VED, SOS, HML  |             |
| <b>3.7</b>     | Make or Buy Decisions: Problems on inventory Management  |             |
| <b>UNIT IV</b> | <b>Title</b>   | 15 lectures |
| 4:1            | Warehousing and stored management- centralised and de-centralised stores. Brief introduction to various methods of stores accounting.  |             |
| <b>4.1.1</b>   | Need for stock verification.   |             |
| <b>4.1.2</b>   | Management of scrap, waste, surplus, obsolete materials.   |             |
| <b>4.2</b>     | JIT, KANBAN, KAIZEN, Push vs. Pull concept, MRP.   |             |
| <b>4.2.1</b>   | Explanation of EOQ – its advantages and disadvantages. Types of inventory systems (P-Systems and – Systems). Need for safety stock/reserve stock. Simple problems on these topics. |             |
| <b>4.2.2</b>   | SQC – techniques, Control Charts, X- Bar chart, R- chart, P- chart, C- chart. Graphical representation. Direct problems on these topics  |             |

### LIST OF RECOMMENDED REFERENCE BOOKS:

| <b>Sr. no.</b> | <b>Title</b>  | <b>Author</b>   | <b>Publisher</b>               |
|----------------|---|---|--------------------------------|
| 1.             | Principles of Operation Management  | Jay Heizer  | Prentice Hall                  |
| 2.             | The Lean Manufacturing Pocket handbook  | Kenneth W. Dailey   | D W Publishing                 |
| 3.             | The Toyota Product Development System: Integrating people, process and technology | James M. Morgan and Jeffrey K. Liker                      | Productivity Press             |
| 4.             | The Toyota Production System: Beyond large scale production                       | Taiichi Ohno and Norman Bodek                             | Productivity Press             |
| 5.             | Operations management: Processes and Value Chains                                 | Lee J. Krajewski, Larry P. Ritzmann and Manoj K. Malhotra | Prentice Hall                  |
| 6.             | Productivity and Inventory Management   | Donald Fogarty, John H Blackstone, Thomas R Hoffman       | Douth – Western College        |
| 7.             | Production and inventory Control : Principles and Techniques                      | George W Plossl   | Prentice Hall                  |
| 8.             | Production Planning and Control   | W Bolton  | Addison Wesley Longman Limited |

|     |  |                                   |                               |
|-----|--|-----------------------------------|-------------------------------|
| 9.  | Journal on Material and Supply chain, materials management Review (MMR), Indian Institute of Materials Management, Bangalore |                                   |                               |
| 10. | Material Management: An Integrated approach  | P Gopalakrishnan and M Sunderesan | Prentice Hall – international |

### **SUBJECT: MARKETING MANAGEMENT**

**CLASS:**

**COURSE CODE: C.BMS.3.04**

**TITLE: MARKETING MANAGEMENT**

**LEARNING OBJECTIVES:**

1. To make the students understand the basic fundamentals of marketing management, it would also involve a detailed study of the various elements of the marketing mix as applied by both domestic and international firms.
  
2. The program also seeks to equip students to be visionary marketing professionals who would add value to the organization.

**Total Number of lectures: 45**

|                |   |                    |
|----------------|---|--------------------|
| <b>UNIT I</b>  | <b>Title</b>  | <b>15 lectures</b> |
| 1:1            | <b>Introduction to Marketing.</b>   |                    |
| 1.1.1          | a)The 4Ps and Cs of Marketing.  |                    |
| 1.1.2          | b)Marketing as an activity, function, and philosophy.   |                    |
| 1.1.3          | c) Needs, wants and demand; transactions , transfers and exchanges  |                    |
| 1.1.4          | d)Orientation of a firm: Production concept, product concept; selling concept, and marketing concept.   |                    |
| 1.2            | <b>New Trends in marketing.</b>   |                    |
| 1.2.1          | E – Marketing, Internet Marketing, and Marketing using social networks<br>Societal Marketing/Relationship Marketing.  |                    |
| <b>UNIT II</b> | <b>Title</b>  | <b>15 lectures</b> |
| 2:1            | <b>Marketing Research: MIS; &amp; Consumer Behavior:</b>  |                    |
| 2.1.1          | The micro environment of business (management structure; marketing channels; markets in which a firm operates; competitors and stakeholders.<br>Macro Environment: political factors; economics ; socio-economic factors; technological factors (pest analysis) |                    |
| 2.2            | <b>Marketing Research.</b>  |                    |

|                 |  |             |
|-----------------|--|-------------|
| 2.2.1           | Importance of Marketing Research; Types of Marketing Research; Product Research; sales research; consumer research; promotion research.  |             |
| 2.3             | <b>Consumer behavior.</b>  |             |
| 2.3.1           | basic stimulus response model; influence on consumers decision making process; high involvement and low involvement products; influences on buying behavior: cultural factors, social factors, personal factors, and psychological factors (Maslow's Hierarchy); Methods of sales forecasting  |             |
| <b>UNIT III</b> | <b>Title</b>   | 15 lectures |
| 3:1             | <b>Industrial Buying Behavior</b>  |             |
| 3.1.1           | Product and Brand management; STP; Decision making process; DMUs and its composition factors influencing purchasing; economic environment; organizational factors; inter- personal characteristics and individual buying characteristics; Key differences between Consumer and Organizational Buying.  |             |
| 3.2             | <b>Product and Brand Management</b>  |             |
| 3.2.1           | <b>Product Management:</b>   |             |
| 3.2.2           | Core, tangible and augmented products; product decision mix; product line decisions; strategic filing, line modernization decisions, New product development process; idea generation, screening, concept development and testing, marketing market testing, test marketing and commercialization; product life cycle: introduction, growth, maturity, decline.  |             |
| 3.3             | <b>Brand management.</b>   |             |
| 3.3.1           | Brand equity; Branding Decisions, brand extension and Brand Portfolios Segmentation targeting and Positioning (STP) : Segmentation variables for consumer markets: Geographic , demographic, behavioral, psychographic; segmentation variables for industrial markets; customer location, type of industry, size of the firm, purchase criteria, etc Targeting: undifferentiated marketing; single segment and multi segment structures; guidelines for selecting target markets Position: Identifying frame of reference; points of parity and points of difference; choosing category membership; product and brand differentiation for identifying of position. |             |
| <b>UNIT IV</b>  | <b>Pricing decisions, channel decisions: promotion mix; strategies; Integrated Marketing Communication; marketing services; ethics in marketing.</b>   | 15 lectures |
| 4:1             | <b>Pricing decisions</b>   |             |
| 4.1.1           | pricing objectives, factors influencing pricing decisions; Types of Pricing: Mark up/ Cost plus Pricing,, perceived value pricing, value pricing, geographic pricing etc; Responding to competitors; Action through price and non-price variables; impact of the Products : stage in the PLC on pricing decisions.   |             |
| 4.2             | <b>Channel decisions:</b>  |             |
| 4.2.1           | Types of channels; intensity of distribution, channel conflict and channel management; Retailing importance and types of retail formats, Indian retail scenario; Promotion mix; Advertising: importance and scope; Sales promotions: objectives, consumer promotions; PR and Publicity; Personal Selling: recruitment, selection, training, motivation and evaluation, selling sales rep.  |             |

|              |  |  |
|--------------|--|--|
| <b>4.3</b>   | <b>Integrated marketing communication:</b>   |  |
| <b>4.3.1</b> | Definition of target audience; determining communication objectives, designing communication and selection of channels.      |  |
| <b>4.4</b>   | <b>Marketing Services:</b>   |  |
| <b>4.4.1</b> | Characteristics of services, ways of improving services, delivery, managing service maturity.                                |  |
| <b>4.5</b>   | <b>Ethics in marketing:</b>  |  |
| <b>4.5.1</b> | Advertising standards Council of India, code of ethics in advertising; Promotion to children; unfair practices in marketing. |  |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

| <b>Sr. no.</b> | <b>Title</b>                                    | <b>Author</b>                     | <b>Publisher</b>               |
|----------------|---|-----------------------------------|--------------------------------|
| 1.             | Marketing Mangement: A South Asian Persepective | Kotler, keller, Koshy and Jha     | 12e, Pearson/<br>Prentice Hall |
| 2.             | Marketing Concepts and Cases                    | Etzel, Stanton, walker and Pandit | 13t Tata Mcgraw Hill           |
| 3.             | Marketing Management                            | Russel S. Winer                   | 3e, Pearson<br>Education       |
| 4.             | Principles of Marketing                         | Kutze Boone                       | Thomson                        |
| 5.             | Marketing Management                            | S H H Kazmi                       | Excel                          |
| 6.             | Marketing Management                            | Kerin Hartley                     | Tata Mcgraw Hill               |
| 7.             | Marketing Management                            | Ramaswamy and Namakumari          | Macmillan India                |
| 8.             | Peterson Marketing Strategic Problems           | Roger Kerin/ Robert A             | Prentice Hall                  |
| 9.             | Marketing                                       | Roger A Kerin, Steen W. Harley    | Tata Mcgraw hill               |
| 10.            | Marketing Planning and Strategy                 | Thomson                           |                                |

| UNIT  | KNOWLEDGE | UNDERSTANDING | APPLICATION | TOTAL |
|-------|-----------|---------------|-------------|-------|
| I     | 8         | 2             | 2           | 12    |
| II    | 6         | 4             | 6           | 16    |
| III   | 6         | 4             | 6           | 16    |
| IV    | 5         | 5             | 6           | 16    |
| TOTAL | 25        | 15            | 20          | 60    |

**SUBJECT: MANAGERIAL ECONOMICS -II**

**CLASS:**

**COURSE CODE: C.BMS.3.05**

**TITLE: MANAGERIAL ECONOMICS-II**

**LEARNING OBJECTIVES:**

1. To help students understand the aggregate behaviour of the economy as a whole.
2. To introduce them to the major economics issues, problems and policies of the present times

**Total Number of lectures: 45**

|                |   |             |
|----------------|---|-------------|
| <b>UNIT I</b>  | <b>Introduction to macro economics</b>  | 15 lectures |
| 1:1            | <b>Macroeconomic aggregates and concepts</b>  |             |
| 1.1.1          | Circular flow of income   |             |
| 1.1.2          | National income and related concepts, calculation of National income, National income and social welfare, concept of Human Development Index. |             |
| 1.1.3          | Supply of money, demand for money, price level.   |             |
| 1.1.4          | Inflation and Stagflation.  |             |
| 1.2            | <b>Determination of income and Employment</b>   |             |
| 1.2.1          | Overview of classical and Keynesian analysis  |             |
| 1.2.2          | Business cycles- features, causes and remedial measures   |             |
| 1.2.3          | Equilibrium in the goods and money markets(IS-LM)   |             |
| <b>UNIT II</b> | <b>Policy Environment .</b>   | 15 lectures |
| 2:1            | Role of State in different economic systems.  |             |
| 2.2            | Theory of economic policy.  |             |

|                 |   |             |
|-----------------|---|-------------|
| <b>2.3</b>      | Monetary policy-objectives and instruments.   |             |
| <b>2.4</b>      | Fiscal Policy-objectives and instruments, impact on business, concept of inclusive growth.  |             |
| <b>2.5</b>      | Economic stabilization-Fiscal v/s Monetary Policy and Structural Policy.  |             |
| <b>2.6</b>      | Trade policy- Protection v/s Free trade.  |             |
| <b>UNIT III</b> | <b>International Trade</b>  | 15 lectures |
| 3:1             | Overview of international trade.  |             |
| <b>3.2</b>      | Distinction between domestic and international trade.   |             |
| <b>3.3</b>      | Basis of trade-comparative cost difference, factor endowment and factor intensity.  |             |
| <b>3.4</b>      | Balance of Payments- accounting structure, disequilibrium (types, causes and remedial measures), and trends in India's balance of payments. |             |
| <b>3.5</b>      | Mechanism for international payments.   |             |
| <b>3.6</b>      | Flexible v/s managed exchange rate systems.   |             |
| <b>UNIT IV</b>  | <b>Globalization.</b>   | 15 lectures |
| 4:1             | Globalization-meaning and effects(gains and problems), role of IMF and World Bank, concept of global recession with contagion effects.      |             |
| <b>4.1.1</b>    | World Trade Organization –agreements and implications for India, contentious issues, dispute settlement mechanism-1.                        |             |
| <b>4.1.2</b>    | Foreign Capital-need for foreign capital, role of MNCs, FDI v/s portfolio investment, causes of rising FDI in India.                        |             |

### LIST OF RECOMMENDED REFERENCE BOOKS:

| Sr. No | Title  | Author                          | Publisher               |
|--------|--|---------------------------------|-------------------------|
| 1.     | Macroeconomics   | Dorpbusch R, Fischer and Startz | Tata McGraw Hill        |
| 2.     | Macro Economics  | Richard T Froyen                | Pearson Education       |
| 3.     | Macro economics  | Mankiw N G                      | Worth Publishers        |
| 4.     | Macro economics  | Prabhat Patnaik                 | Oxford University Press |
| 5.     | Macro economics  | Andrew Abel and Ben Bernanke    | Pearson Education       |
| 6.     | Macro economics for business management                      | H L Ahuja                       | S. Chand Publications   |
| 7.     | Macro economics for management students-1                    | A Nag                           | McMillan Publications   |
| 8.     | Macro economics Environment an analytical guide for managers | Shyamal Roy                     | Tata McGraw Hill        |

|     |   |                   |                     |
|-----|---|-------------------|---------------------|
| 9.  | Monetary economics: Institutions, Theory and Policy | Suraj B. Gupta    | S. Chand            |
| 10. | International economics                             | Robert J Carbaugh | Thomson Southestern |

### SUBJECT: DIRECT & INDIRECT TAXES

**CLASS: SYBMS**

**COURSE CODE: C.BMS.3.06**

**TITLE: DIRECT & INDIRECT TAXES**

**LEARNING OBJECTIVES:**

1. To impart in depth and extensive practical knowledge and skills in direct and indirect taxation.

**Total Number of lectures: 60**

| <b>UNIT I</b>   | <b>Title</b>  | <b>15 lectures</b> |
|-----------------|---|--------------------|
| 1:1             | Basic term(S:2,3 and 4 )  |                    |
| <b>1.2</b>      | Assessee, Assessment year , annual value , business , capital assets, income , person , previous year , transfer , scope of total income. (S: 5)  |                    |
| <b>1.3</b>      | Residential status (S:6)  |                    |
| <b>UNIT II</b>  | <b>Title</b>  | <b>20 lectures</b> |
| 2:1             | <b>Heads of income(S:14; 14 A)</b>  |                    |
| <b>2.1.1</b>    | a. Salary (S: 15 to 17 )  |                    |
| <b>2.1.2</b>    | b. Income from House properties( S: 22 to 27)   |                    |
| <b>2.1.3</b>    | c. Profit and gain from business(S 28 , 30, 31, 32 , 35 D , 36 , 37 , 40 , 40 A and 43 B)   |                    |
| <b>2.1.4</b>    | d. Capital gains (S 45 , 48 , 49 , 50 , 50 B , 50 C)  |                    |
| <b>2.1.5</b>    | e. Income from other sources( S 56 to S 59)   |                    |
| <b>2.2</b>      | Exclusions from total income (S 10 )  |                    |
| <b>2.2.1</b>    | Exclusions related to specific heads to be covered with relevant head. e.g.: salary, business income, capital gain, income from other sources.  |                    |
| <b>2.2.2</b>    | a) Deduction from total income ( S 80 C , 80 CCC, 80 DD , 80 E , 80 U)  |                    |
| <b>2.2.3</b>    | b) Computation of total income for individual Transfer Pricing.   |                    |
| <b>UNIT III</b> | <b>Indirect tax – Service tax</b>   | <b>10 lectures</b> |
| 3:1             | Basic terms, Taxable service , Input service, output service , Provision related to some important services, practicing chartered accountants, business auxiliary , commercial training and coaching , courier services , other important aspects , valuation of taxable service( Inclusive of abatements ), service tax & cess payable , CENVAT credit related to service tax( only basic principles), Registration and returns. |                    |

|                |  |             |
|----------------|--|-------------|
| <b>UNIT IV</b> | <b>Indirect tax- MVAT</b>  | 15 lectures |
| 4:1            | Definitions:   |             |
| <b>4.1.1</b>   | Sec 2 (4 ) Business , 2 (8) dealers , 2(12) goods , 2 (13) Importer, 2 (15) manufacturer ,2 (20) Purchase price , 2(22) resale , 2(24) sales , 2 (25) sales price , 2 (27) service , 2 (33) turnover of sales  |             |
| <b>4.2</b>     | Incidence of levy of tax   |             |
| <b>4.2.1</b>   | Sec 3 : Incidence of tax ,Sec 4 : Tax Payable , Sec 5 : Tax not leviable on certain goods, Sec 6 : Levy of sales tax on goods specified in the schedule , Sec 7 : Rate of tax on packing material , Sec 8 : certain sale and purchase not liable for tax . |             |
| <b>4.3</b>     | Payment of tax and recovery :  |             |
| <b>4.3.1</b>   | Sec 42 : composition of tax<br>Set off, refund etc.<br>Sec 48 and 49: Set off, refund, etc. along with rules 52, 53, 54 and 55.<br>Excise and Custom Duties.   |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

| Sr. no | Title                             | Author                        | Publisher                     |
|--------|-----------------------------------|-------------------------------|-------------------------------|
| 1      | Students guide to income tax      | V K Singhania                 | Taxman                        |
| 2      | Systematic approach to Income Tax | Ahuja and Gupta               | Bharat Law Publication        |
| 3      | Income Tax                        | T M Manoraham                 |                               |
| 4      | Direct Tax ready reckoner         | N V Mehta                     | Kuber Publictaion             |
| 5      | Indirect taxes                    | V S date                      | Taxman                        |
| 6      | Service tax                       | SS Gupta                      | Taxman                        |
| 7      | Commentary on MVAT Act            | M S mathuria and Dilip Phadke | Maharashtra Sales Tax VAT Nes |
| 8      | Indirect taxes                    | V S Balchandra                | Sultanchand                   |

4<sup>th</sup> Semester Syllabus for BMS. St. Xavier's College (Autonomous), Mumbai.



**St. Xavier's College (Autonomous), Mumbai**  
**Approved Syllabus**  
**For 4<sup>th</sup> Semester Courses in BMS**  
**(Academic Year 2016-2017)**

**SUBJECT: RESEARCH METHODS IN BUSINESS & MS EXCEL**

**CLASS: SYBMS**

**COURSE CODE: C.BM.S 4.01**

**TITLE: Research Methods and MS-Excel**

**LEARNING OBJECTIVES:**

1. This program aims to educate the student about the importance of market research in business.
2. It not only focuses on the scope of MR but also aims at helping the students to understand the accurate and comprehensive method of conducting a complete MR program.
3. Company based MR projects would also give the students a feel of the market, problems faced during research and analysis and it would also add value to their learning.

**Total Number of lectures: 45**

|                |   |             |
|----------------|---|-------------|
| <b>UNIT I</b>  | <b>Fundamentals of Research</b>   | 15 lectures |
| <b>1.1</b>     | Definition, Objectives and Significance   |             |
| <b>1.2</b>     | Types of research- Basic, Applied, Historical, Descriptive, Exploratory, Experimental, Ex-post-factor and Case study approach.            |             |
| <b>1.3</b>     | Approaches to research  |             |
| 1.3.1          | Quantitative approach<br>I. inferential<br>II. experimental<br>III. simulation  |             |
| 1.3.2          | Qualitative Approach<br>I. ethnographic<br>II. phenomenological<br>III. field research  |             |
| <b>1.4</b>     | Importance of research in management decisions in various areas of research in business like government policies and social relationships |             |
| <b>UNIT II</b> | <b>The Research Process</b>   | 15 lectures |
| <b>2.1</b>     | Steps involved in the research process from selecting the topic till the interpretation and preparation of research report.               |             |
| <b>2.2</b>     | Research design   |             |
| 2.2.1          | Meaning and need for research design  |             |
| 2.2.2          | Features of good research design  |             |
| 2.2.3          | Types of research design<br>a) for exploratory research<br>b) for descriptive research<br>c) for causal research studies                  |             |

|                 |  |             |
|-----------------|--|-------------|
| <b>UNIT III</b> | <b>Hypothesis and Sampling</b>   | 15 lectures |
| <b>3.1</b>      | Hypothesis   |             |
| 3.1.1           | Meaning, importance and types  |             |
| 3.1.2           | Formulation of hypothesis and testing of hypothesis  |             |
| <b>3.2</b>      | Chi-square test, correlation co-efficient, regression analysis   |             |
| <b>3.3</b>      | Sampling   |             |
| 3.3.1           | Meaning, Sample and sampling   |             |
| 3.2.2           | Essentials of good sample and sample size  |             |
| 3.3.3           | Methods of sampling:<br>a) <u>Probability sampling</u> : cluster sampling stratified sampling, multi stage sampling.<br>b) <u>Non- probability sampling</u> : purposive sampling, quota sampling, convenience sampling |             |
| <b>UNIT IV</b>  | <b>Sources and Methods of data collection</b>  | 15 lectures |
| <b>4.1</b>      | Primary sources  |             |
| 4.1.1           | Questionnaires   |             |
| 4.1.2           | Interviews   |             |
| 4.1.3           | Observations   |             |
| 4.1.4           | Interview Schedules  |             |
| <b>4.2</b>      | Secondary Sources  |             |
| <b>4.3</b>      | Data Processing tabulation, Data Analysis and Interpretation   |             |
| <b>4.4</b>      | Report Writing – layout of research report   |             |
| <b>4.5</b>      | Ms- Excel  |             |
| 4.5.1           | Data entry (data view and variable view)   |             |
| 4.5.2           | Working on Excel – edit, view, data, transform   |             |
| 4.5.3           | Analysis : statistics/graph  |             |
|                 |  |             |

### LIST OF RECOMMENDED REFERENCE BOOKS:

| Sr. No. | Title   | Author                               | Publisher                 |
|---------|---|--------------------------------------|---------------------------|
| 1       | Research methodology – methods and techniques | C R Kothari                          | New Age International     |
| 2       | Research methodology                          | O R Krishnaswamy                     | Himalaya Publishing house |
| 3       | Business Research methods                     | Donald R Cooper & Pamela R Schindler |                           |
| 4       | Research methods in Business                  | Nandagopal/ Rajan                    | Excel                     |

|   |   |                    |               |
|---|---|--------------------|---------------|
| 5 | Research methods for Business – A skill building Approach | Uma Sekaram        |               |
| 6 | Research Methods  | Donald H McBurney  | CRC Press     |
| 7 | Statistics for Management                                 | T Levin and Reuben | Prentice Hall |
| 8 | Research methods for management                           | Dr S Shajahan      | Jaico         |

### **SUBJECT: FINANCIAL MANAGEMENT**

**CLASS:** SYBMS

**COURSE CODE:** C.BMS 4.02

**TITLE:** Financial Management

**LEARNING OBJECTIVES:**

1. To help students to understand the technicalities with respect to the mobilization and deployment of funds by a business organization.
2. To introduce them to the art and science of managing money
3. To help them understand how financial management is interlinked with all other functions of business

**Total Number of lectures: 45**

| <b>UNIT I</b> | <b>Working Capital, Cash and Receivables Management</b>   | <b>15 lectures</b> |
|---------------|---|--------------------|
| <b>1.1</b>    | Introduction  |                    |
| 1.1.1         | Meaning and scope of financial management   |                    |
| 1.1.2         | Functions and objectives of financial management  |                    |
| 1.1.3         | Changing role of finance manager  |                    |
| <b>1.2</b>    | Working Capital Management  |                    |
| 1.2.1         | Definition-GWC and NWC(Explain Core Assets and Non Core Assets)   |                    |
| 1.2.2         | Components of Working Capital   |                    |
| 1.2.3         | Factors Determining Working Capital   |                    |
| <b>1.3</b>    | Receivables Management  |                    |
| 1.3.1         | <ul style="list-style-type: none"> <li>• Meaning and Importance</li> <li>• Credit policy variables</li> <li>• Cases study on credit evaluation</li> <li>• Methods of credit evaluation</li> </ul> |                    |
| 1.3.2         | Traditional and numerical credit scoring  |                    |
| 1.3.3         | DSO, Ageing Schedule, Collection Matrix   |                    |

|                 |  |             |
|-----------------|--|-------------|
| <b>1.4</b>      | Cash Management  |             |
| 1.4.1           | Motives of holding cash  |             |
| 1.4.2           | Strategies of cash management  |             |
| 1.4.3           | Cash Budget: Meaning and objectives  |             |
| 1.4.4           | Budgeting of receipts and payments- Trading, non-trading and capital   |             |
| 1.4.5           | Preparation of monthly budget and finding out closing cash balance (Excl. financial statements to be made from the working capital estimation) |             |
| <b>UNIT II</b>  | <b>Cost of Capital and capital Structures</b>  | 15 lectures |
| <b>2.1</b>      | Types of capital <ul style="list-style-type: none"> <li>• Debt</li> <li>• Equity</li> <li>• Retained Earnings</li> <li>• Preference</li> </ul> |             |
| <b>2.2</b>      | Costs of each capital type   |             |
| 2.2.1           | Weighted cost of capital   |             |
| 2.2.2           | Marginal cost of capital   |             |
| 2.2.3           | Marginal cost of capital (w.r.t Expansion)   |             |
| 2.2.4           | Designing capital structure alternatives   |             |
| 2.3             | Types of leverages (Combined, Operating, Financial)  |             |
| <b>UNIT III</b> | <b>Capital Budgeting</b>   | 15 lectures |
| <b>3.1</b>      | Introduction, types of capital, sources of capital   |             |
| <b>3.2</b>      | Evaluation of capital expenditure proposal from given cash flow, concept of present value  |             |
| <b>3.3</b>      | Techniques of appraisal of investment proposal   |             |
| <b>3.4</b>      | Payback period, Average rate of return   |             |
| <b>3.5</b>      | Net present value method   |             |
| <b>3.6</b>      | Profitability index method   |             |
| <b>UNIT IV</b>  | <b>Business restructuring</b>  | 15 lectures |
| <b>4.1</b>      | Importance, Financial Implication and Valuation  |             |
| <b>4.2</b>      | Types of business restructuring  |             |
| 4.2.1           | Merger   |             |
| 4.2.2           | Amalgamation   |             |
| 4.2.3           | De-merger  |             |
| 4.2.4           | Other restructurings (Elementary accounting problems- testing fundamental knowledge only)  |             |
| <b>4.3</b>      | Long term and short term sources of finance  |             |
| 4.3.1           | Traditional and modern instruments of finance including securitizations  |             |

## LIST OF RECOMMENDED REFERENCE BOOKS:

| Sr. No. | Title                               | Author                     | Publisher              |
|---------|-------------------------------------|----------------------------|------------------------|
| 1       | Financial Management                | Chandra Prasana            | Tata McGraw            |
| 2       | Financial management                | Khan, M and Jain,P         | Tata McGraw            |
| 3       | Financial management and policy     | Jams, C                    | Prentice Hall of India |
| 4       | Financial Management                | Pandey, I.M                | Tata McGraw            |
| 5       | Fundamentals f financial management | Horne,J.,<br>Walchowicz,J. | Prentice Hall of India |
| 6       | Investment management               | Bhalla V                   | S.Chand                |
| 7       | Financial Management                | Diwan P                    | Pentagon               |
| 8       | Financial Management                | Bhalla V K                 | Amol                   |
| 9       | Financial Management                | Kapur S                    | S.K.Publishers         |
| 10      | Financial Management Handbook       | Alexander Hamilton         | Global books           |

## SUBJECT: PRODUCTIVITY AND QUALITY MANAGEMENT

CLASS: SYBMS

COURSE CODE: C.BMS 4.03

TITLE: Productivity and Quality Management

### LEARNING OBJECTIVES:

1. To give an adequate exposure to the product/service quality concept and the means to achieve it.
2. To provide an overview of how company productivity can be improved.

Total Number of lectures: 45

| UNIT I | Concept of Productivity and Quality                          | 15 lectures |
|--------|--|-------------|
| 1.1    | Various ways/modes of calculating and improving productivity |             |
| 1.2    | Partial Productivity and Total Productivity                  |             |
| 1.2.1  | Simple problems relating to partial and total productivity   |             |

|                 |   |             |
|-----------------|---|-------------|
| <b>1.3</b>      | Quality   |             |
| 1.3.1           | Characteristics of quality  |             |
| 1.3.2           | Quality Assurance   |             |
| 1.3.3           | Quality Circles   |             |
| 1.3.4           | Elements of Total Quality System  |             |
| 1.3.5           | Philosophies regarding Quality <ul style="list-style-type: none"> <li>◆ Deming and his contribution to quality</li> <li>◆ Dealing's 14 point for management</li> <li>◆ Philip B. Crosby's philosophy relating to quality</li> <li>◆ Juran's philosophy regarding quality</li> </ul> |             |
| 1.3.6           | Cost of Quality   |             |
| <b>UNIT II</b>  | <b>METHODS TO IMPROVE EFFICIENCY</b>  |             |
| <b>2.1</b>      | Suggestion Schemes  |             |
| <b>2.2</b>      | Various type of wage and incentive plans  |             |
| <b>2.3</b>      | Total productivity maintenance  |             |
| <b>2.4</b>      | Job evaluation and job rotation   |             |
| <b>2.5</b>      | Learning curves   |             |
| 2.5.1           | Description   | 15 lectures |
| 2.5.2           | Limitations and Use to Management   |             |
| 2.5.3           | Simple Problems   |             |
| <b>2.6</b>      | Lateral thinking  |             |
| <b>2.7</b>      | Split grain theory  |             |
| <b>2.8</b>      | Work Study  |             |
| 2.8.1           | Method study  |             |
| 2.8.2           | Time and Motion study   |             |
| 2.8.3           | Work measurement problems   |             |
| <b>UNIT III</b> | <b>HOLISTIC QUALITY MANAGEMENT</b>  | 15 lectures |
| <b>3.1</b>      | Concepts of customer service in relation to right quality, right quantity etc.  |             |
| <b>3.2</b>      | Total Quality Management-   |             |
| 3.2.1           | Definition and basic concepts   |             |
| 3.2.2           | Eight building blocks   |             |
| 3.2.3           | Seven stages and pillars of TQM   |             |
| 3.2.4           | Seven deadly disasters  |             |
| 3.2.5           | TQM in services   |             |
| <b>3.3</b>      | Introduction to "lean" thinking   |             |
| <b>3.4</b>      | Juran's trilogy- Mura, Mari and Muda  |             |
| <b>3.5</b>      | Kepner Trego model problem solving  |             |
| <b>3.6</b>      | Brainstorming   |             |
| <b>3.7</b>      | Delphi and nominal group techniques   |             |
| <b>3.8</b>      | Ergonomics  |             |
| <b>3.9</b>      | Single Digit Minute Exchange of Dies (SIMED)  |             |
| <b>3.10</b>     | Benchmarking  |             |
| <b>UNIT IV</b>  | <b>CONCEPTS OF TQM</b>  | 15 lectures |
| <b>4.1</b>      | Concepts of Quality Management  |             |

|             |  |  |
|-------------|--|--|
| <b>4.2</b>  | Six Sigma  |  |
| 4.2.1       | Features   |  |
| 4.2.2       | Enablers   |  |
| 4.2.3       | Goals  |  |
| 4.2.4       | DMAIC/DMADV  |  |
| <b>4.3</b>  | Taguchi's Quality Engineering  |  |
| <b>4.4</b>  | Poka Yoke  |  |
| <b>4.5</b>  | National Productivity Council  |  |
| <b>4.6</b>  | JIDOKA   |  |
| <b>4.7</b>  | KANBAN   |  |
| <b>4.8</b>  | Ishikawa (Fishbone) diagram  |  |
| <b>4.9</b>  | ISO Standards regarding quality such as ISO 9000, QS 9000 and other emerging standards |  |
| <b>4.10</b> | Malcolm Bridge, National Quality Award, Deming Application Prize, TPIA Awards          |  |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

| Sr. No. | Title   | Author                                | Publisher                 |
|---------|---|---------------------------------------|---------------------------|
| 1       | Productivity Techniques   | Srinivas Gondhalkar and Uday Salunkhe | Himalaya Publishing House |
| 2       | Productivity Techniques   | Gerard Leone and Richard D Rahn       | Jaico Book House          |
| 3       | TQM: Text with cases  | John S Oakland                        | Butterworth-Heinemann     |
| 4       | Total Productivity Management- A systematic and quantitative approach to compete in quality, price and time | David J Sumanth                       | St.Lucie Press            |
| 5       | The five pillars of TQM: How to make total quality management work for you                                  | Bill Creech                           | Dutton/Plume              |
| 6       | Six Sigma for dummies   | Craig Gygi, Neil DeCarlo              | Bruce Williams            |
| 7       | Fundamentals of quality control and improvement   | Anitava Mitra                         | Pearson Education, India  |
| 8       | Productivity Management: Text and Cases   | Chen Gordon K.C and McGrath R         | Dryden Press              |

## **SUBJECT: COOPERATIVES AND RURAL MARKETS**

**CLASS:** SYBMS

**COURSE CODE:** C.BMS 4.04

**TITLE:** Cooperatives and Rural Markets

### **LEARNING OBJECTIVES:**

1. The main objective of this paper is to highlight the characteristics of rural markets, changing pattern of rural demand in India and its implications on the various marketing strategies of business organizations. It also focuses on the agricultural sector and the various initiatives taken by the government in improving the lives of farmers in the country.
2. A study of the co-operative sector also highlights the need for co-operatives in India and how the concept has led to the development and progress in the socio-economic condition of the Indian people.

**Total Number of lectures: 45**

|                 |  |             |
|-----------------|--|-------------|
| <b>UNIT I</b>   | <b>Co-operatives</b>   | 15 lectures |
| <b>1.1</b>      | The concept of cooperation   |             |
|                 | Historical background  |             |
|                 | Principles, objectives and characteristics   |             |
|                 | Types of co-operatives   |             |
| <b>1.2</b>      | Formation of Co-operatives   |             |
| <b>1.3</b>      | Role of Cooperatives   |             |
| 1.3.1           | Social and Economic development  |             |
| 1.3.2           | Role of Local Leadership   |             |
| 1.3.3           | Competition from Non Cooperative Organisations                                       |             |
| <b>1.4</b>      | Role of NABARD, State Government, RBI and Federations                                |             |
| <b>UNIT II</b>  | <b>Legislations influencing cooperatives</b>   |             |
| <b>2.1</b>      | Intent and Scope of Maharashtra State Cooperative Societies Act 1960                 |             |
| <b>2.2</b>      | MSCS Rules 1961  |             |
| <b>2.3</b>      | Consumers Protection Act 1986  |             |
| <b>2.4</b>      | Right to Information Act 2005  |             |
| <b>2.5</b>      | Rights and Duties of Managing Committee Members, Registrar of Cooperatives, Auditors |             |
| 2.5.1           | Challenges before cooperatives   | 15 lectures |
| 2.5.2           | Strategy to face the challenges  |             |
| 2.5.3           | Future of cooperatives in India  |             |
| <b>UNIT III</b> | <b>Rural Markets</b>   | 15 lectures |
| <b>3.1</b>      | Definition and Scope of rural markets  |             |
| <b>3.2</b>      | Rural versus urban markets   |             |
| <b>3.3</b>      | Rural marketing environment  |             |
| <b>3.4</b>      | Rural consumer profile   |             |

|                |  |             |
|----------------|--|-------------|
| 3.5            | Consumer Behaviour   |             |
| 3.6            | Rural Marketing Mix  |             |
| 3.7            | Rural Market Segmentation, Targeting and positioning, Marketing of consumer durables |             |
| 3.8            | Rural sales force management   |             |
| <b>UNIT IV</b> | <b>Agricultural Produce Marketing</b>  | 15 lectures |
| 4.1            | Importance   |             |
| 4.2            | Problems   |             |
| 4.3            | Lines of improvement   |             |
| 4.4            | Regulated markets  |             |
| 4.5            | Quality Orientation  |             |
| 4.6            | Standardization and grading  |             |
| 4.7            | Role of financial institutions in agricultural marketing                             |             |
| 4.8            | innovative marketing techniques and recent trends in rural markets                   |             |
| 4.9            | Impact of globalization on Indian Markets  |             |
| 4.10           | e-choupal  |             |
| 4.11           | commodity markets (importance)   |             |

### LIST OF RECOMMENDED REFERENCE BOOKS:

| Sr.No. | Title                                      | Author          | Publisher           |
|--------|--|-----------------|---------------------|
| 1      | Rural Marketing                            | TP Gopaldaswamy | Vikas Publishing    |
| 2      | Management of Cooperatives                 | Ramakishen      | Jaico Publishing    |
| 3      | Rural Marketing                            | Krishnamoorthy  | Himalaya Publishing |
| 4      | Rural Marketing                            | Ramakishen      | Jaico Publishing    |
| 5      | Marketing of Agricultural produce in India | AP Gupta        | Vora and Co.        |
| 6      | Rural Marketing                            | Badi and Badi   | Himalaya Publishing |
| 7      | New dimensions of cooperative management   | Kamath          | Himalaya Publishing |
| 8      | Cooperative management and Administration  | Goel B          | Deep and Deep       |

## **SUBJECT: BUSINESS ENVIRONMENT**

**CLASS:** SYBMS

**COURSE CODE:** C.BMS 4.05

**TITLE:** Business Environment

### **LEARNING OBJECTIVES:**

1. To reflect the volatility of the business environment
2. To understand how external factors influence business in a major way.
3. To enable students to place every issue related to business in its proper perspective and make a sound decision to solve problems.

**Total Number of lectures: 45**

|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT I</b>   | <b>Constituents of Business Environment</b>                   | 15 lectures |
| 1.1             | Political ideology  |             |
| 1.2             | economic policy   |             |
| 1.3             | Legal system  |             |
| 1.4             | Level of technology   |             |
| 1.5             | Competition   |             |
| 1.6             | Social and cultural factors                                   |             |
| <b>UNIT II</b>  | <b>Evolution of Business Environment in India</b>             |             |
| 2.1             | Pre British Period  |             |
| 2.2             | British Period  |             |
| 2.3             | From Independence to Indira Gandhi Era                        |             |
| 2.4             | Rajiv Gandhi and Chandra Shekhar Period                       |             |
| 2.5             | Post 1990- Liberalisation and globalisation of Indian economy |             |
| <b>UNIT III</b> | <b>International Business Environment</b>                     | 15 lectures |
| 3.1             | Globalisation   |             |
| 3.2             | International treaties and impact on Indian Economy           |             |
| 3.3             | Challenges for Indian Economy                                 |             |
| <b>UNIT IV</b>  | <b>India's response to the Evolving Business Environment</b>  | 15 lectures |
| 4.1             | Government policies since the year 2000                       |             |
| 4.2             | Global Capital Flows  |             |
| 4.3             | Banking and Capital Markets                                   |             |
| 4.4             | Investment Opportunities for Indian Industry                  |             |
| 4.5             | Response of Indian Industrialists                             |             |

## LIST OF RECOMMENDED REFERENCE BOOKS:

| Sr. No. | Title   | Author       | Publisher          |
|---------|---|--------------|--------------------|
| 1       | Business Environment                          | Cherunilam F | Himalaya Mumbai    |
| 2       | Essentials in Business Environment            | Aswathappa   | Himalaya Mumbai    |
| 3       | Business Environment                          | Raj Aggarwal | Excel Books, Delhi |
| 4       | Business Environment                          | Mathew M     | RBSA, Jaipur       |
| 5       | Strategic Planning for Corporate<br>Ramaswamy | V McMillian  | New Delhi          |

## SUBJECT: BANKING, INSURANCE AND CAPITAL MARKETS

CLASS: SYBMS

COURSE CODE: C.BMS 4.06

TITLE: Banking, Insurance and Capital Markets

### LEARNING OBJECTIVES:

To provide basic understanding about the Banking, Insurance and other financial services and to help students understand the concept of risk management in respect to the above two industries.

**Total Number of lectures: 45**

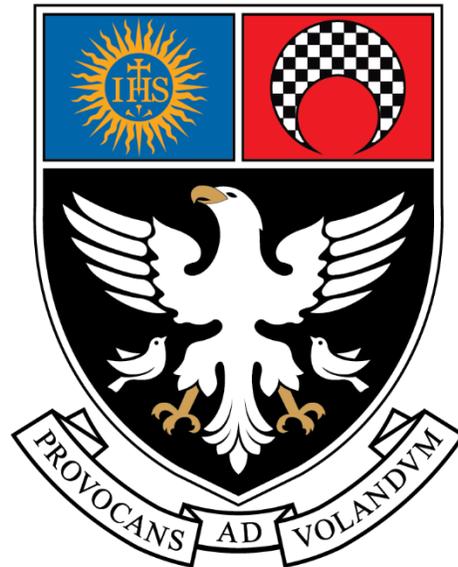
| UNIT I | Overview of Indian Banking Sector and Central Banking Concept  | 15 lectures |
|--------|--|-------------|
| 1.1    | Structure of Indian banking Sector   |             |
| 1.2    | Sources of funds for a Bank  |             |
| 1.2.1  | Various deposit products   |             |
| 1.2.2  | Types of bank financing – fund based and non fund based  |             |
| 1.2.3  | Cash, credit, bank overdraft, term loan, demand loan, export /import financing, rural/farm lending etc |             |
| 1.2.4  | Bank guarantee   |             |
| 1.3    | Introduction to NPAs and its management  |             |
| 1.3.1  | Classification of NPAs and recovery strategy   |             |
| 1.4    | Central Banking Concept  |             |
| 1.5    | Functions and roles of RBI   |             |

|                 |   |             |
|-----------------|---|-------------|
| 1.5.1           | Money creator   |             |
| 1.5.2           | Credit regulator  |             |
| 1.5.3           | Supervision of banking sector                                 |             |
| <b>1.6</b>      | <b>Reforms in Indian Banking</b>                              |             |
| 1.6.1           | Narsimha Committee I & II                                     |             |
| <b>1.7</b>      | <b>Fundamentals of Investment Banking</b>                     |             |
| 1.7.1           | Fund based and fee based services                             |             |
| <b>1.8</b>      | <b>Innovations in Banking, E- banking</b>                     |             |
| <b>1.9</b>      | <b>Introduction to NBFC</b>                                   |             |
| <b>1.9.1</b>    | <b>Role and classifications</b>                               |             |
| <b>UNIT II</b>  | <b>Insurance</b>  |             |
| <b>2.1</b>      | <b>Basic principles of insurance</b>                          |             |
| <b>2.2</b>      | <b>Significance of insurance to business</b>                  |             |
| <b>2.3</b>      | <b>Reasons for slow growth of Insurance business in India</b> |             |
| <b>2.4</b>      | <b>Types of Insurance</b>                                     |             |
| 2.4.1           | Life, fire, marine, crop/agriculture insurance                |             |
| 2.4.2           | Bancassurance   |             |
| <b>2.4</b>      | <b>Policy servicing and claim settlement</b>                  |             |
| 2.4.1           | Nomination and assignment                                     |             |
| 2.4.2           | • Surrender and paid up value of policy                       | 15 lectures |
| 2.4.3           | • Procedure to take life insurance policy                     |             |
| 2.4.4           | • Claim settlement under life insurance policy                |             |
| <b>UNIT III</b> | <b>Special Purpose Institutions</b>                           | 15 lectures |
| <b>3.1</b>      | <b>NABARD, SIDBI</b>  |             |
| <b>3.2</b>      | <b>Inclusive Banking</b>                                      |             |
| <b>3.3</b>      | <b>Trade Finance</b>  |             |
| <b>3.4</b>      | <b>BASEL</b>  |             |
| <b>3.5</b>      | <b>Global Banking</b>   |             |
| <b>UNIT IV</b>  | <b>Capital and Primary Markets</b>                            | 15 lectures |
| <b>4.1</b>      | <b>Capital Markets</b>  |             |
| <b>4.2</b>      | <b>Primary Markets</b>  |             |
| <b>4.3</b>      | <b>IPO and Book Building Process</b>                          |             |
| <b>4.4</b>      | <b>Secondary Markets</b>                                      |             |
| <b>4.5</b>      | <b>Role of SEBI</b>   |             |
| <b>4.6</b>      | <b>Intermediaries of Capital Markets</b>                      |             |
| <b>4.7</b>      | <b>Approach to capital markets for wealth creation</b>        |             |

**LIST OF RECOMMENDED REFERENCE BOOKS:**

| Sr. No. | Book                                    | Author                           | Publisher                      |
|---------|---|----------------------------------|--------------------------------|
| 1       | Risk management and Insurance           | Trushmann, Gustavian, Hoyt       |                                |
| 2       | Modern Communication Banking            | H.R. Machiraju                   | New Age Int.                   |
| 3       | Elements of Banking and Insurance       | Sethi and Bhatia                 | Prentice Hall                  |
| 4       | Indian Financial System                 | M Y Khan                         | TMG                            |
| 5       | Indian Financial System                 | Bharati Pathak                   | Pearson                        |
| 6       | Financial institutions and Market       | L.M. Bhole                       | TMG                            |
| 7       | Retail banking                          | Raghu Palat                      | Cortland Rand                  |
| 8       | Indian Economy                          | K.P.M. Sundarain                 | S. Chand                       |
| 9       | Banking Theory and Practice             | K. C. Shekhar<br>Lekshmy Shekhar | 19e, Vikas<br>Publishing House |
| 10      | Central banking in developing countries | Anand<br>Chandavarkar            |                                |

5th Semester Syllabus for BMS. St. Xavier's College (Autonomous), Mumbai.



**St. Xavier's College (Autonomous), Mumbai**  
**Approved Syllabus**  
**For 5<sup>th</sup> Semester Courses in BMS**  
**(Academic Year 2016-2017)**

## SUBJECT

**CLASS: TYBMS**

**COURSE CODE: C.BMS.5.01**

**TITLE: Entrepreneurship & Management of Small & Medium Enterprises**

**LEARNING OBJECTIVES:**

- **To expose students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.**

**Total Number of lectures: 60**

|                 |  |             |
|-----------------|--|-------------|
| <b>UNIT I</b>   | <b>Concept, meaning and definition of entrepreneur and entrepreneurship.</b>   | 15 lectures |
| <b>1.1</b>      | Evolution of Entrepreneurship, Corporate entrepreneurship  |             |
| <b>1.2</b>      | Importance and significance of growth of entrepreneurial activity.   |             |
| <b>1.3</b>      | Concept of intrapreneur.   |             |
| <b>1.4</b>      | Characteristics and qualities of entrepreneurs   |             |
| <b>1.5</b>      | Classification and types of entrepreneurs.   |             |
| <b>1.6</b>      | Women entrepreneurs  |             |
| <b>1.7</b>      | Theories of entrepreneurship   |             |
| <b>1.8</b>      | Contribution of Mc Clelland and Joseph Schumpeter  |             |
| <b>UNIT II</b>  | <b>Factors influencing entrepreneurial development and motivation.</b>   | 12 lectures |
| <b>2:1</b>      | Role of culture in entrepreneurial development.  |             |
| <b>2.2</b>      | Entrepreneurial development programme (EDP), Managing the problems faced by entrepreneurs  |             |
| <b>2.3</b>      | Development of women entrepreneurs-with reference to SHGs  |             |
| <b>2.4</b>      | Options available to entrepreneurs,-ancillarisation franchising and outsourcing. Cases on takeover, mergers and acquisitions in India and at global level. |             |
| <b>2.5</b>      | Social Entrepreneurship-Definition,importance and social responsibilities-NGOs   |             |
| <b>UNIT III</b> | <b>Entrepreneurial Project Development</b>   | 15 lectures |

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|----------------|---|-------------|
|                |   |             |
| <b>3.1</b>     | Idea generation – sources and methods   |             |
| <b>3.2</b>     | Identification and classification of ideas.   |             |
| <b>3.3</b>     | Environmental Scanning and SWOT analysis  |             |
| <b>3.4</b>     | Preparation of project plan –Points to be considered  |             |
| <b>3.5</b>     | Components of an ideal business plan – market plan, financial plan, operational plan, and HR plan.  |             |
| <b>3.6</b>     | Project formulation –project report significance and contents   |             |
| <b>3.7</b>     | Project appraisal –Aspects and methods :<br>(a) Economic oriented appraisal<br>(b) Financial appraisal<br>(c) Market oriented appraisal   |             |
| <b>3.8</b>     | Technological feasibility   |             |
| <b>3.9</b>     | Managerial competency   |             |
| <b>UNIT IV</b> | <b>Small and Medium Enterprises</b>   | 18 lectures |
| <b>4:1</b>     | Meaning and definition (evolution)  |             |
| <b>4.2</b>     | Role and importance   |             |
| <b>4.3</b>     | Policies governing SMEs   |             |
| <b>4.4</b>     | Organisational structure  |             |
| <b>4.5</b>     | Steps in setting up a small unit  |             |
| <b>4.6</b>     | SME funding. Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital,<br>Working capital management, Sources of finance for SME's,<br>Taxation<br>benefits |             |
| <b>4.7</b>     | SIDBI and SISI– Their role in the development of SMEs   |             |
| <b>4.8</b>     | Marketing mechanism in SMEs   |             |
| <b>4.9</b>     | Export potential of SMEs  |             |
| <b>4.10</b>    | Problems of SMEs and prospects  |             |
| <b>4.11</b>    | Turnaround strategies for SMEs  |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Dr. Vasant Desai, “Small scale industries and entrepreneurship”, Himalayan Publishing House
2. Dr. Vasant Desai, “Management of small scale industries” , Himalayan Publishing House

3. J.C. Saboo, Megha Biyani, "Management of small scale industries", Himalayan Publishing House
4. Dr. Vasant Desai, "Dynamics of entrepreneurial development and Management" Himalayan Publishing House
5. Corporate Entrepreneurship – Paul Burns
6. The Oxford Handbook of Entrepreneurship
7. Entrepreneurship in the New Millennium – Kutatko Hodgetts.
8. Collins and Lazier W, "Beyond entrepreneurship", Prentice Hall, New Jersey, 1992  
Hisrich Peters Shephard, "Entrepreneurship", Tata McGraw Hill

**SUBJECT: SERVICE SECTOR MANAGEMENT**

**CLASS: TYBMS**

**COURSE CODE: C.BMS.5.02**

**TITLE: Service Sector Management**

**LEARNING OBJECTIVES:**

- To apprise the students of the core basic principles and concepts of the Service marketing Mix, Quality and Production.
- To highlight the various sectors contributing to the growth of the Service sector.

**Total Number of lectures: 60**

|               |   |             |
|---------------|---|-------------|
| <b>UNIT I</b> | <b>Introduction to Services Marketing</b> | 15 lectures |
| <b>1:1</b>    | Role of services in modern economy        |             |
| <b>1.2</b>    | Distinctive characteristics of services   |             |
| <b>1.3</b>    | Marketing Challenges of services          |             |
| <b>1.4</b>    | Services marketing environment            |             |

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|                 |   |             |
| <b>1.5</b>      | Goods Vs Services marketing                       |             |
| <b>1.6</b>      | Goods-service continuum                           |             |
| <b>1.7</b>      | Consumer behavior                                 |             |
| <b>1.8</b>      | Services marketing triangle                       |             |
| <b>UNIT II</b>  | <b>Key Elements of Services Marketing</b>         | 15 lectures |
| <b>2:1</b>      | Product - Product Communication Mix               |             |
| <b>2.2</b>      | Distribution -People -Physical Evidence – Process |             |
| <b>2.3</b>      | Positioning - Market Segmentation                 |             |
| <b>2.4</b>      | Balancing of Demand and Capacity                  |             |
| <b>2.5</b>      | Branding of Services - Problems and solutions     |             |
| <b>UNIT III</b> | <b>Service Quality</b>                            | 15 lectures |
| <b>3:1</b>      | Improving service quality and productivity        |             |
| <b>3.2</b>      | Service quality - Gap Model                       |             |
| <b>3.3</b>      | Measuring & improving service quality             |             |
| <b>3.4</b>      | Defining productivity-improving productivity      |             |
| <b>3.5</b>      | Service recovery                                  |             |
| <b>3.6</b>      | Complaint handling                                |             |
| <b>UNIT IV</b>  | <b>Service Management</b>                         | 15 lectures |
| <b>4:1</b>      | Meaning   |             |
| <b>4.2</b>      | Vision -mission strategy                          |             |
| <b>4.3</b>      | Service leadership                                |             |
| <b>4.4</b>      | Service Mapping                                   |             |
| <b>4.5</b>      | Flowcharting                                      |             |
| <b>4.6</b>      | Benchmarking                                      |             |
| <b>4.7</b>      | Internal Marketing                                |             |
| <b>4.8</b>      | Productivity                                      |             |
| <b>4.9</b>      | Current Status and Future Prospects               |             |

## **LIST OF RECOMMENDED REFERENCE BOOKS:**

- 1) Valarie A. Zeuhaml & Mary Jo Sitter, 'Service Marketing' Tata McGraw Hill editions.
- 2) Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, 'Service Marketing People, Technology, Strategy - A South Asian Perspective'. Pearson education.
- 3) Harsh V. Verma, 'Services Marketing Text & Cases', Pearson Education.
- 4) K. Ram Mohan Rao, "Services - Marketing", Pearson Education.
- 5) Jay A. Kandampully, 'Services Management : The New paradigm in Hospitality", Pearson Education.
- 6) C. Bhattacharjee, 'Service Sector Management", Jaico Publishing House, Mumbai. Edn 2008.
- 7) Govind Apte, 'Services Marketing', Oxford Press
- 8) S. Balachandran, 'Customer Driven Services Management', Response Book.

**SUBJECT: ELEMENTS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**CLASS: TYBMS**

**COURSE CODE: C.BMS.5.03**

**TITLE: Elements of Logistics and Supply Chain Management**

### **LEARNING OBJECTIVES:**

- To introduce them to the branch of logistics that deals with the tangible components of a supply chain.
- To introduce students to the distribution set up.
- To introduce them to the analytical aspects of Inventory management and transportation

**Total Number of lectures: 60**

| <b>UNIT I</b> | <b>Title</b>  | 15 lectures |
|---------------|---|-------------|
| <b>1:1</b>    | <b>Background</b>   |             |
| <b>1.1.1</b>  | Logistics and Logistical Management: Military origin/ basic concept / definitions/ scope/ importance in current competitive environment   |             |
| <b>1.1.2</b>  | Evolution of Logistics & Supply Chain Management  |             |
| <b>1.1.3</b>  | Topics to be covered at concept level: Operating Objectives of Logistics/ Logistical Performance Cycles/ Inbound Logistics/ Manufacturing support Logistics/ Outbound Logistics/ Customer Order Cycle/ Lead-time/ Logistical interfaces/ Logistical mission/ Competitive Advantages/ 3 C's/ Logistical competency/ Outsourcing Logistical Activities/ 3rd and 4th party Logistics/ Integrated logistics/ Logistical Planning & Strategy |             |
| <b>1.2</b>    | <b>Supply Chain Management</b>  |             |
| <b>1.2.1</b>  | Basic concept/ definitions/ scope/ Comparison between Logistics and SCM/ Global Supply Chain scenario and importance/ Conventional Supply chains/ Supply chain participants/ channel agencies/ Relationship Management, concept of extended enterprises/ Bull-whip effect.  |             |
| <b>1.3</b>    | <b>Organization structure</b>   |             |
| <b>1.3.1</b>  | Basic concept/definitions/scope/objectives and importance   |             |
| <b>1.3.2</b>  | Barriers In Forming Effective Organization, improving effectiveness   |             |
| <b>1.3.3</b>  | Stages in evolution of logistical organization, with emphasis on modern flat organization   |             |
| <b>1.4</b>    | <b>Customer Service</b>   |             |
| <b>1.4.1</b>  | Definition / Scope / Objectives/Importance  |             |
| <b>1.4.2</b>  | Elements of Customer Service. Seven Rights  |             |
| <b>1.4.3</b>  | Customer Service Audit. Customer Service Strategy   |             |
| <b>1.5</b>    | <b>Demand Forecasting</b>   |             |
| <b>1.5.1</b>  | Definition/ Purpose of Forecasting/ Nature of Demands/ Forecasting  |             |

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|----------------|--|-------------|
| 1.5.2          | Components/ Approaches to forecasting/ Qualitative & Quantitative  |             |
| 1.5.3          | Forecasting Techniques & their applicability, Time series analysis with numerical examples,  |             |
| 1.6            | <b>Order Processing</b>  |             |
| 1.6.1          | Integrated System / Customer Order Cycle / Electronic Data Interchange & its Advantages  |             |
| <b>UNIT II</b> | <b>Transportation and Warehousing</b>  | 15 lectures |
| 2.1            | <b>Transportation</b>  |             |
| 2.1.1          | Definition/Principles/Role/Functions/Importance  |             |
| 2.1.2          | Different Modes of Transportation Road, rail, water, air, pipelines ropeways   |             |
| 2.1.3          | Advantages & Disadvantages of individual modes/Inter-Modal Transportation/ Factors to be considered for Mode & Carrier Selection / Modal characteristics & Classification  |             |
| 2.1.4          | Total Transportation Cost / Factors influencing Transport Cost / Transport Infrastructure  |             |
| 2.2            | <b>Warehousing</b>   |             |
| 2.2.1          | Definition/Principles/Role/Functions/Importance  |             |
| 2.2.2          | Warehouses/Distribution Centers / Warehousing / Need For Warehousing/Economic/Service benefits   |             |
| 2.2.3          | Types Of Warehouses - Their Advantages & Disadvantages/ Warehousing Location/ Area Of Warehouse/ Number of warehouses/ Warehousing Operations/ Factors Affecting Warehousing Cost/ Warehouse Layout/design principles. |             |
| 2.3            | <b>Materials Handling System</b>   |             |
| 2.3.1          | Definition/Principles/ Role/ Functions/ Importance   |             |
| 2.3.2          | Activities Covered / Functions Performed During Materials Handling / Material Handling Equipment with selection criteria / Material handling methods/ M. H. System Design - Objectives & Principles.                   |             |
| 2.4            | <b>Packaging</b>   |             |
| 2.4.1          | Definition/Principles/ Role/ Functions/ Importance   |             |

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| <b>2.4.2</b>    | Unitizing (Concept of unit-load) & palletizing/ kitting  |             |
| <b>2.4.3</b>    | Logistical Functions of packaging/ Objectives & Benefits of Packaging/ Consumer S Logistical Packaging/ Factors Influencing Good Package Design  |             |
| <b>UNIT III</b> | <b>Inventory Management</b>  | 15 lectures |
| <b>3:1</b>      | <b>Inventory Management</b>  |             |
| <b>3.1.1</b>    | Inventory: Definition/Principles/ Rote/ Functions/ Importance/ Purpose of Inventory Holding / Types of Inventories/ Inventory and profitability/ Impact of Inventory on total logistical cost  |             |
| <b>3.1.2</b>    | <p>Inventory Management: Objectives/ Importance/ Symptoms of Poor Inventory Management/ Improving effectiveness of Inventory Management/ Inventory turnover/ Service Levels</p> <p>Economic Order Quantity/ Economic Batch Quantity/ Assumptions &amp; Its Limitations/ Re Order level/ Safety Stock with numerical examples.</p> <p>Inventory Control: Inventory ranking methods and Quadrant Technique</p> <p>Selective techniques of Inventory Control: Inventory control methods: (Pull/push models)Traditional methods: ‘Q’ MODEL &amp; ‘P’ MODEL, two bin system, fair-share allocation model, MRP I / MRP II</p> <p>Modem methods: kanban as a tool of JIT, Vendor managed inventory (JIT II, response based techniques-QR, CR, and AR).<br/>DRP, ERP</p> |             |
| <b>3.2</b>      | <b>Inventory Valuation</b>   |             |
| <b>3.3</b>      | <b>Information System</b>  |             |
| <b>3.3.1</b>    | Definition/Principles/Rote/Functions/Importance  |             |
| <b>3.3.2</b>    | Management Information System: Elements of LIS/ Advantages of Computerization of Information/ Importance of Information system/ Internal & external Information System / Functionality (IS operations)/ Automated Order Processing System, RFID, EDI/ Satellite tracking system  |             |
| <b>UNIT IV</b>  | <b>Performance Measurement</b>   | 15 lectures |
| <b>4:1</b>      | <b>Performance Measurement</b>   |             |

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|              |   |  |
| <b>4.1.1</b> | Definition/Principles/Rote/Functions/Importance/Objectives  |  |
| <b>4.1.2</b> | Activity based/process based/ Internal/External Performance Measurement   |  |
| <b>4.1.3</b> | Classification of performance measures  |  |
| <b>4.1.4</b> | Performance Auditing / Perfect Order/ Service Levels  |  |
| <b>4.1.5</b> | Characteristics of ideal performance evaluation system  |  |
| <b>4.2</b>   | <b>Logistics Costing</b>  |  |
| <b>4.2.1</b> | Principles of Logistics Costing/ Activity Based Costing / Mission Based Costing/ Total Cost Analysis/ Steps to Be Adopted For Total Cost Approach |  |
| <b>4.3</b>   | <b>Logistical Network analysis</b>  |  |
| <b>4.3.1</b> | Concepts/ definitions/ scope/ objectives/ importance Network options/ number of facilities/ Milk-runs/ RORO/ LASH.                                |  |
| <b>4.4</b>   | <b>Modern Logistics Infrastructure</b>  |  |
| <b>4.4.1</b> | Containerization/ mechanized material handling equipment/ Deep water ports/ ICDs & CFS network/ maritime logistics/ cold chain logistics          |  |
| <b>4.4.2</b> | Dedicated Freight Corridors/ Golden Quadrilateral and network of highways   |  |
| <b>4.4.3</b> | Specialized equipment/ double stack containers/ unit trains   |  |
| <b>4.4.4</b> | Logistics Parks   |  |
| <b>4.4.5</b> | Container Corporation of India  |  |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Donald J. Bowersox, David J Closs, M Bixby Cooper 'Supply Chain Logistics Management', Tata McGraw-HM
2. Donald J. Bowersox, David J clooss 'Logistical management', Tata Mc Graw-Hill  
Fundamentals of Logistics Management McGraw-Hill
3. Douglas M. Lambert, James R Stock & Lisa M. Ellram Irwin, 'The management of Business Logistics Coyle', Bardi, Langley, Thomson, South – Western
4. Stephen Lemay, Joe B, 'Logistics David J Bloomberg', Hanna Prentice Hall of India
5. M Martin Christopher, "Logistics & S C", Pearson Education

6. Chopra Meindl, Kalra, 'Supply Chain Management'.
7. Herald Dyckhoff, Richard Lacks and Joachtn Reese,'Supply Chain Management'.
8. Anurag Saxena, Caaushik Sircar, 'Logistics and Supply Chain Management - Textf and Cases' - Jaico Publishing House, Mumbai, 3rd Edn 2009.

**SUBJECT: INDIAN MANAGEMENT THOUGHTS AND PRACTICES**

**CLASS: TYBMS**

**COURSE CODE: C.BMS.5.04**

**TITLE: Indian Management Thoughts and Practices**

**LEARNING OBJECTIVES:**

- To encourage the work on presupposition that Indian philosophy of life and Indian ethos give an organization a holistic work culture.
- To show that Ethics followed by Corporate Houses has its foundation in the value system
- To demonstrate how one can excel in Personal, Family and Professional Life.

**Total Number of lectures: 60**

|                |   |                    |
|----------------|---|--------------------|
| <b>UNIT I</b>  | <b>Indian Ethos</b>   | 10 lectures        |
| <b>1:1</b>     | <b>Indian Ethos</b>   |                    |
| <b>1.1.1</b>   | <b>Multiplicity and variety – yet has commonness</b>  |                    |
| <b>1.1.1.1</b> | Focus on the ultimate Principle or Intelligence to whom (or which) man seeks recourse.        |                    |
| <b>UNIT II</b> | <b>Personality</b>  |                    |
| <b>2.1</b>     | <b>Personality</b>  | <b>20 lectures</b> |
|                | <b>Personality development through yoga – the three paths/marga – bhakti, karma and Jnana</b> |                    |

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| 2.1.2           | The three gunas – sattva, rajas, tamas.  |                    |
| 2.1.3           | Individual – a being with infinite capabilities and potentials – is a result of your own actions   |                    |
| 2.1.4           | Koshas: the concept of man   |                    |
| 2.1.5           | Meditation – the technique for development of self   |                    |
| 2.1.6           | Leadership: qualities of leaders with special reference to Indian thoughts.  |                    |
| 2.1.7           | Motivation – Indian approach vis-à-vis American and Japanese approaches.   |                    |
| <b>UNIT III</b> | <b>Society and Social Groups</b>   | <b>10 lectures</b> |
| <b>3.1</b>      | <b>Society and Social Groups</b>   |                    |
| 3.1.1           | Society – combination of individuals of diversity – values that reflect on social practices and customs – impact on individual and collective behaviors – uses coercion to enforce compliance – societal values. |                    |
| 3.1.2           | Significance of festivals – harmony with nature. Indian concept of learning – gurukul system of learning.  |                    |
| <b>UNIT IV</b>  | <b>Spirituality</b>  | <b>20 lectures</b> |
| <b>4.1</b>      | <b>Spirituality</b>  |                    |
| 4.1.2           | The core teachings of all founders of religions.   |                    |
| 4.1.3           | Spirituality vis-à-vis religion  |                    |
| 4.1.4           | Concept of Maya (Illusion) – Advaita Vedanta   |                    |
| 4.1.5           | Meaning, scope and implications at work  |                    |
| 4.1.6           | Concept of Dharma: varna ashram dharma, svadharma  |                    |
| 4.1.7           | Concept of karma – meaning and importance to managers, corporate karma.  |                    |
| 4.1.8           | Concept of Vasudhaiva Kutumbakam   |                    |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

- 1) S. K. Chakraborty, “Management by Values”, Oxford Press
- 2) A. Parthasarthy, “Vedanta Treatise”, Vedanta Life Institute
- 3) P. K. Ghosh, (Edt) “Indian Ethos in Management” IPR Cell, TePP. Outreach Centre
- 4) S. Balachandran and others, “Ethics, Indian Ethos and Management”, Shroff Publishers and Distributors Pvt. Ltd.

5) G.R. Krishna, “ Indian Ethos for Modern Management”

6) Swami Someswarananda, “Business Management Redefined- The Gita way”, Jaico publishing House

**SUBJECT: INTERNATIONAL FINANCE**

**CLASS: TYBMS**

**COURSE CODE: C.BMS.5.05**

**TITLE: International Finance**

**LEARNING OBJECTIVES:**

- To introduce students to the Fundamentals of International Finance
- To help them understand foreign exchange rate calculation in different market conditions.

To introduce them to the concept of risk in foreign exchange

**Total Number of lectures: 60**

|               |  |             |
|---------------|--|-------------|
| <b>UNIT I</b> | <b>Introduction to International Finance</b>   | 15 lectures |
| <b>1.1</b>    | <b>Fundamentals of International Finance</b>   |             |
| <b>1.1.1</b>  | Meaning and Scope of International Finance   |             |
| <b>1.1.2</b>  | Balance of payments as determinant of demand for and supply of currency                      |             |
| <b>1.1.3</b>  | Exchange rate, Determinants of/factors affecting exchange rates                              |             |
| <b>1.1.4</b>  | Current account deficit v/s Balance of trade and their implications on exchange rate         |             |
| <b>1.2</b>    | <b>Foreign Exchange Arithmetic I</b>   |             |
| <b>1.2.1</b>  | Exchange rate quotations, Direct and Indirect rates, cross currency rates, vehicle currency. |             |
| <b>1.2.2</b>  | % spread, calculation of cross rates   |             |

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| <b>1.2.3</b>    | Classification of rates in terms of settlement (cash, tom, spot and forward)  |             |
| <b>1.2.4</b>    | Arbitrage, Speculation and Trading (Spot rate arbitrage calculation)  |             |
| <b>UNIT II</b>  | <b>Exchange Rate Calculations</b>   | 15 lectures |
| <b>2:1</b>      | <b>Foreign Exchange Arithmetic II</b>   |             |
| <b>2.1.1</b>    | Relationship between exchange rates, interest rates, and commodity prices (through international parity conditions namely Purchasing Power Parity, and Fisher Parity)                           |             |
| <b>2.1.2</b>    | Use of Covered Interest Parity theory in arbitrage, borrowing and investment decisions.   |             |
| <b>2.1.3</b>    | Calculation of forward rates through use of forward schedules, through use of formula, annualized forward margin, calculation of swap points (calculations for cash / tom rates to be excluded) |             |
| <b>2.2</b>      | <b>Exchange Rate Regimes</b>  |             |
| <b>2.2.1</b>    | Gold Standard – Features.   |             |
| <b>2.2.2</b>    | Bretton Woods System – Background and Features, reasons for its failure, Smithsonian agreement, SDRs.   |             |
| <b>2.2.3</b>    | Flexible exchange rate system – Features, Managed float, Central Bank intervention.   |             |
| <b>2.2.4</b>    | Merits and Demerits of Fixed and Flexible Exchange rate systems   |             |
| <b>UNIT III</b> | <b>FOREX</b>  | 15 lectures |
| <b>3:1</b>      | <b>International Foreign Exchange Markets</b>   |             |
| <b>3.1.1</b>    | Characteristics   |             |
| <b>3.1.2</b>    | Dealing room operations   |             |
| <b>3.2</b>      | <b>Euro Currency Market</b>   |             |
| <b>3.2.1</b>    | Origin and reasons for the growth of Euro currency (off shore) markets, their characteristics and components.   |             |
| <b>3.2.2</b>    | A brief understanding of the Euro-currency deposit, loans, bonds and notes market.  |             |
| <b>3.2.3</b>    | Concept of off shore banking as a form of globalization of the Euro currency concept, its introduction in India, tax havens   |             |

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| <b>3.3</b>     | <b>International Equity Markets</b>  |             |
| <b>3.3.1</b>   | Concept of Depository Receipt  |             |
| <b>3.3.2</b>   | Global Depository Receipt- characteristics, mechanism of issue, participants involved                              |             |
| <b>3.3.3</b>   | American Depository Receipt – types and characteristics  |             |
| <b>3.3.4</b>   | Foreign Currency Convertible Bonds and Foreign Currency Exchangeable Bonds   |             |
| <b>3.3.5</b>   | Foreign Direct Investment and Foreign Portfolio Investment   |             |
| <b>3.3.6</b>   | Participatory notes  |             |
| <b>UNIT IV</b> | <b>FEMA</b>  | 15 lectures |
| <b>4:1</b>     | <b>Foreign Exchange Management in India</b>  |             |
| <b>4.1.1</b>   | Retail and Wholesale components of the Indian foreign exchange market  |             |
| <b>4.1.2</b>   | Capital account Convertibility   |             |
| <b>4.1.3</b>   | Reserve Management   |             |
| <b>4.1.4</b>   | Role of FEDAI in the Indian foreign exchange market.   |             |
| <b>4.2</b>     | <b>Risk Management And Derivatives</b>   |             |
| <b>4.2.1</b>   | Risk versus exposure   |             |
| <b>4.2.2</b>   | Transaction, Translation and Economic risks faced by Corporate entities  |             |
| <b>4.2.3</b>   | Transaction, Position, Pre-settlement, Settlement risks faced by commercial banks                                  |             |
| <b>4.2.4</b>   | Internal and external hedging  |             |
| <b>4.2.5</b>   | Foreign currency derivatives as instruments of risk management i.e. Forward contracts, Swaps, Futures and Options. |             |
| <b>4.2.6</b>   | Overview of Non-deliverable forward Market (NDF market)  |             |
| <b>4.3</b>     | <b>International Institutions</b>  |             |
| <b>4.3.1</b>   | Contribution of Bank for International Settlements in risk management system                                       |             |
| <b>4.3.2</b>   | European Central Bank  |             |

## **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Adrian Buckley – “Essential International Money” (Pearson Education)
2. Adrian Buckley – “International Finance” (Pearson Education)
3. Alan Shapiro – “Foundations of Multinational Finance” (Wiley)
4. Alan Shapiro – “Multinational Financial Management” (Wiley)
5. B.K.Chaudhuri, O.P.Agarwal – “A Text book of Foreign Trade and Foreign Exchange” (Himalaya Publishing House)
6. C. Jeevanandam – “A brief course in Foreign Exchange Arithmetic” (Sultan Chand & Sons)
7. C. Jeevanandam – “Foreign Exchange and Risk Management” (Sultan Chand & Sons)
8. C. Jeevanandam – “Foreign Exchange Practice, concepts and Control” (Sultan Chand & Sons)
9. G. Shailaja - “International Finance” ( Universities Press , Hyderabad)
10. Geert Bekaert & Robert Hodrick – “International Financial Management” (Pearson Education)

## **SUBJECT: FINANCIAL RESOURCE RAISING**

**CLASS: TYBMS**

**COURSE CODE: C.BMS.5.06**

**TITLE: Financial Resource Raising (Elective I)**

### **LEARNING OBJECTIVES:**

- To give brief introduction of what are difference sources of finance.
- To understand how to use these sources to raise finance in business
- To help them understand how to do valuation of sources of finance.

**Total Number of lectures: 60**

|               |                        |             |
|---------------|------------------------|-------------|
| <b>UNIT I</b> |                        | 15 lectures |
| 1:1           | <b>Capital Markets</b> |             |

|                 |   |             |
|-----------------|---|-------------|
| <b>1.1.1</b>    | Define ‘financial system’ and describe its three main components— financial assets/instruments, financial intermediaries/institutions and the two key financial markets, namely, capital and money markets  |             |
| <b>1.2</b>      | <b>Equity/ Ordinary Shares</b>  |             |
| <b>1.2.1</b>    | Discuss the general features of equity/ordinary shares, the important aspects of preemptive rights of shareholders and the merits and demerits of ordinary share financing  |             |
| <b>1.2.2</b>    | IPO, ESOP, Bonus share, Right Issue, Sweat equity.  |             |
| <b>1.3</b>      | <b>Term Loans, Debentures/ Bonds and Preference shares</b>  |             |
| <b>1.3.1</b>    | Characteristics of term-loans, positive and negative covenants in a loan agreement, loan amortisation and the procedure associated with a term-loan   |             |
| <b>1.3.2</b>    | Describe the basic characteristics of corporate debentures/bonds/notes, general features of a debenture issue, bond refunding options, innovative debt instrument, the procedure of issuing debt instruments and rating of debt instruments   |             |
| <b>UNIT II</b>  |   | 16 lectures |
| <b>2:1</b>      | <b>Leasing and Hire-Purchase</b>  |             |
| <b>2.1.1</b>    | Define leasing, describe its main features and classification of leasing—finance lease, operating lease, sale and lease back, single investor and leveraged lease, domestic and international lease—and the significance and limitations of leasing   |             |
| <b>2.1.2</b>    | Review and illustrate financial evaluation of leasing both from lessee’s perspective and lessor’s perspective   |             |
| <b>2.1.3</b>    | Describe the general features of hire-purchase, comparison of hire-purchase with leasing and installment payment, and financial evaluation of hire-purchase transaction from the viewpoint of the hirer as well the finance company   |             |
| <b>UNIT III</b> |   | 14 lectures |
| <b>3:1</b>      | <b>Venture Capital Financing</b>  |             |
| <b>3.1.1</b>    | Discuss the basic features of venture capital: selection of investments, stages of financing, financial analysis, structuring the deal/financing instruments; investment monitoring/nurturing in terms of style, objectives of after care and techniques; portfolio valuation; structure and legal framework; and exit of investments |             |
| <b>3.1.2</b>    | Review of Indian venture capital scenario in terms of the SEBI regulations  |             |

|                |   |             |
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|                |   |             |
| <b>UNIT IV</b> |   | 15 lectures |
| 4:1            | <b>Dividend and Valuation</b>   |             |
| 4.1.1          | Describe the Modigliani-Miller (MM) approach to the irrelevance of dividends and evaluate its validity  |             |
| 4.1.2          | Explain and illustrate the two models—Walter’s and Gordon’s—according to which dividends are relevant and affect the value of the firm                    |             |
| 4.2            | <b>Determinants of Dividend Policy</b>  |             |
| 4.2.1          | Describe the general factors that affect dividend policy  |             |
| 4.2.2          | Review and evaluate the three basic types of dividend policies—constant dividend per share, constant payout ratio and stable dividend plus extra dividend |             |
| 4.2.3          | Contrast the basic features of bonus shares and share splits  |             |
| 4.2.4          | Understand the legal, procedural and tax aspects of dividend policy   |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Financial Management Chandra Prasana Tata McGraw
- 2 Financial management Khan, M and Jain,P Tata McGraw
- 3 Financial management and policy Jams, C Prentice Hall of India
- 4 Financial Management Pandey, I.M Tata McGraw

**SUBJECT: INTERNATIONAL BUSINESS**

**CLASS: TYBMS**

**COURSE CODE: C.BMS.5.07**

**TITLE: International Business (Elective II)**

**LEARNING OBJECTIVES:**

- To introduce students to the Global Dimensions of management
- To educate them on the international business theories, the environment, policies and marketing.

**Total Number of lectures: 60**

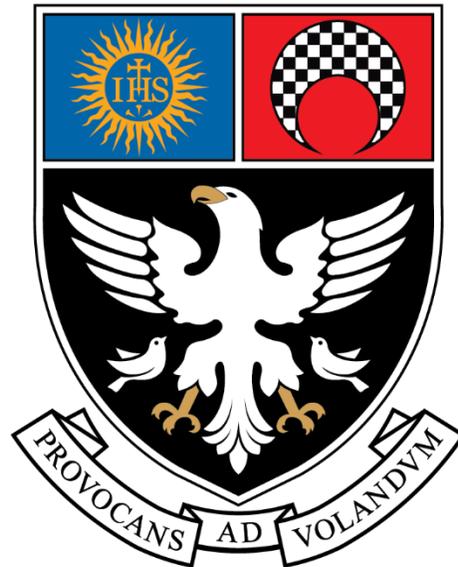
|                |  |             |
|----------------|--|-------------|
| <b>UNIT I</b>  | <b>Introduction to International Business</b>  | 15 lectures |
| 1:1            | <b>Overview</b>  |             |
| 1.1.1          | International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness- Financial   |             |
| 1.2            | <b>Perspectives</b>  |             |
| 1.2.1          | International monetary systems and financial markets, IMF, World Bank, IBRD, IFC, IDA, existing international arrangements; Globalization and foreign investment- Introduction FDI, national FDI policy framework, FPI, Impact of globalization  |             |
| 1.3            | <b>Globalization</b>   |             |
| 1.3.1          | Technology and its impact, Enhancing technological capabilities, Technology generation, Technology transfer, Diffusion, Dissemination and spill over, Rationale for globalization, Liberalization and Unification of World economics, International Business theories, Trade Barriers- Tariff and Non Tariff Barriers. WTO and Doha round. |             |
| <b>UNIT II</b> | <b>Macroenvironmental Factors</b>  | 15 lectures |
| 2:1            | <b>Socio cultural Environment</b>  |             |
| 2.1.1          | Managing Diversity within and across cultures, Country risk analysis, Macro environmental risk assessment, Need for risk evaluation; Corporate governance, globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications.            |             |
| 2.2            | <b>Global Human Resource Management</b>  |             |

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|-----------------|--|-------------|
| <b>2.2.1</b>    | Selection, Development, Performance Appraisal and compensation, Motivating employees in the global context and managing groups across cultures, Multicultural management.  |             |
| <b>UNIT III</b> | <b>International Marketing Mix</b>   | 15 lectures |
| 3:1             | Meaning and importance of International marketing International Marketing Strategies of product development, IPLC, role of packaging and pricing policy in international markets. Overseas market selection: methods of market entry and selecting potential markets. Segmentation of markets, evaluating potential markets. |             |
| <b>UNIT IV</b>  | <b>Overseas Market Selection and Export –Import Documentation</b>  | 15 lectures |
| 4:1             | Selection of overseas distribution channels, types of foreign intermediaries. Constraints in entering global territories.<br><br>Export – Import documents, Import and Export procedures.<br><br>INCOTERMS and breakeven pricing. Government initiatives for Export Promotion.   |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Bhalla, V.K. and S. Shivaramu; International Business: Environment and Management, Anmol Publication Pvt. Ltd., 2003 Seventh Revised Edition.
2. Rao, P. Subba; International Business, Himalaya Publishing House, 2002 Second Revised Edition.
3. Goldsmith, Arthur A; Business Government Society, Erwin Book Team.
4. Berry, Brian J L, Edgar C Conkling & D Michael Ray; The Global Economy in Transition, Prentice Hall International Ltd.

6th Semester Syllabus for BMS. St. Xavier's College (Autonomous), Mumbai.



**St. Xavier's College (Autonomous), Mumbai**  
**Approved Syllabus**  
**For 6<sup>th</sup> Semester Courses in BMS**  
**(Academic Year 2016-2017)**

**Contents:**

**Theory Syllabus for Courses:**

**C.BMS.6.01- Strategic Management**

**C.BMS.6.02- Risk Management**

**C.BMS.6.03- Operations Research**

**C.BMS.6.04- Business Ethics and Corporate Social Responsibility**

**C.BMS.6.05- E-Commerce**

**C.BMS.6.06- Investment Analysis and Portfolio Management  
(Elective I)**

**C.BMS.6.07- Retail and Sales Management (Elective II)**

## SUBJECT: STRATEGIC MANAGEMENT

CLASS: TYBMS

COURSE CODE: C.BMS.6.01

TITLE: Strategic Management

### LEARNING OBJECTIVES:

1. To apply common business terminology accurately and appropriately to describe strategy, marketing, new product development, operations, finance, economics and accounting in discussion and in written analyses.
2. To Analyze business as an integrated system, describe its component parts and their interrelationships, and demonstrate how to manage the system to maximize shareholder value.
3. To Find, analyze, interpret and evaluate financial and other company data, using a variety of online and print sources commonly available to the business community.
4. To Recognize competitive forces in the marketplace, and develop appropriate reactions based on existing constraints and resources.

**Total Number of lectures: 60**

|                |  |             |
|----------------|--|-------------|
| <b>UNIT I</b>  | <b>Introduction to Strategic Management</b>  | 15 lectures |
| <b>1:1</b>     | <b>Concepts of strategy and Strategic management process</b>   |             |
| 1.1.1          | Terminology-Strategic Thinking, Strategic planning, Strategy, Management of Strategy   |             |
| 1.1.2          | Strategic- Intent, Assessment, Options and their interaction   |             |
| 1.1.3          | Profit and Purpose   |             |
| 1.1.4          | The Strategic Planning Process- Traditional, Environmental Scanning and Strategic planning Model                               |             |
| <b>1.2</b>     | <b>Strategy and Structure</b>  |             |
| 1.2.1          | Building capable organization- Structural considerations   |             |
| 1.2.2          | Organizational Structures- Simple, Functional, Divisional, Matrix, SBU, Hybrid- Features, advantages and disadvantages of each |             |
| 1.2.3          | Linking structure to strategy, developmental stage and structure, considerations for choice of structure.                      |             |
| 1.2.4          | Structure- Strategy sequence, Structuralist and Reconstructionist approach   |             |
| 1.2.5          | The Three Strategy Propositions- Value, Profit & People, Blue Ocean Strategy and Alignment.                                    |             |
| <b>UNIT II</b> | <b>Change Management</b>   | 15 lectures |
| <b>2:1</b>     | <b>Managing strategic change – growth and development</b>  |             |
| 2.1.1          | Incremental and Transformational change, Organizational culture for change, Growth cycle and Change Management.                |             |
| 2.1.2          | Issues in Management of Change- Reasons, Dynamics, Levels, Types, Process. Resistance to change and ways to overcome           |             |
| 2.1.3          | Driving forces v/s Restraining Forces of Change. Strategies for management of change.  |             |

|                 |   |             |
|-----------------|---|-------------|
| 2.1.4           | Role of Power and Influence in Management of Change- Internal and external sources of power.  |             |
| <b>2.2</b>      | <b>Strategic choices –sustaining competitive advantage</b>  |             |
| 2.2.1           | Price based advantage, differentiation based advantage  |             |
| 2.2.2           | Sustainable Competitive advantage through collaboration, Technology, RBT, Learning, Logistics, IT CSR and others.                                     |             |
| 2.2.3           | Strategic choices at corporate and business levels, difference between the two  |             |
| 2.2.4           | Behavioral considerations affecting strategic choice  |             |
| 2.2.5           | Games Theory- Introduction to strategic games, Terminology and classification of games, prisoners’ dilemma, Nash equilibrium, Best response analysis. |             |
| <b>UNIT III</b> | <b>Growth and Expansion Strategies</b>  | 15 lectures |
| <b>3:1</b>      | <b>Mergers and acquisitions</b>   |             |
| 3.1.1           | The popularity of Merger and Acquisition Strategies   |             |
| 3.1.2           | Difference between Merger, Acquisition and Takeover, Reasons for Acquisition  |             |
| 3.1.3           | Problems in having a successful acquisition   |             |
| 3.1.4           | Attributes of successful acquisition.   |             |
| <b>3.2</b>      | <b>Scenario mapping –managing new ventures</b>  |             |
| 3.2.1           | Strategic Mapping, Scenario Planning  |             |
| 3.2.2           | Issues in Managing a New Venture for Success  |             |
| <b>UNIT IV</b>  | <b>Corporate Culture :Strategic Implications</b>  | 15 lectures |
| <b>4:1</b>      | <b>Corporate Purpose, culture and strategic Fit -financial (McKinsey 7S model)</b>  |             |
| 4.1.1           | Purpose and Profit  |             |
| 4.1.2           | Aspects, determinants and implications of culture   |             |
| 4.1.3           | Cultural web and its Audit  |             |
| 4.1.4           | Culture and its relationship to strategy creation, structure, style of management, and Power.   |             |
| 4.1.5           | An international dimension of culture.  |             |
| 4.1.6           | McKinsey’s 7S Framework to create excellence  |             |
| <b>4.2</b>      | <b>Role of strategic leader in Implementation</b>   |             |
| 4.2.1           | Contribution by a strategic leader, Role of strategic leader  |             |
| 4.2.2           | Issues in strategic leadership  |             |
|                 |   |             |

### LIST OF RECOMMENDED REFERENCE BOOKS:

1. Fred David“Strategic Management: Concepts and Cases”, 10th Edition, ISBN-10:0131503499, ISBN-13:978-0131503496.
2. Carl W Stern, Michael S. Diemler “The Boston Consulting group on Strategy: Classic concepts and new perspectives”
3. “HBR’s 10 must reads on Strategy”, Harvard Business Review

4. W. Chankim, Renee M“Blue Ocean Strategy: How to create uncontested market space and make competition irrelevant”
5. Michael a. Hill, R. Duane Ireland,“Strategic Management Concepts”, ISBN-10: 0324405367, ISBN-13: 978-0324405361, Edition: 7.

**SUBJECT: RISK MANAGEMENT**

**CLASS:** TYBMS

**COURSE CODE:** C.BMS.6.02

**TITLE:** Risk Management

**LEARNING OBJECTIVES:**

1. To give brief introduction of different types of risk.
2. To help students understand how to manage different types of Risk.

**Total Number of lectures: 60**

|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT I</b>   |   | 12 lectures |
| <b>1:1</b>      | <b>Introduction to Risk</b>   |             |
| 1.1.1           | Definition of risk  |             |
| 1.1.2           | Types of risk   |             |
| 1.1.3           | Measurement of risk   |             |
| <b>UNIT II</b>  |   | 16 lectures |
| <b>2:1</b>      | <b>Corporate Risk Management</b>  |             |
| 2.1.1           | Derivatives and other contracts to manage risk                                  |             |
| 2.1.2           | Options to Hedge and exploit Risk   |             |
| 2.1.3           | Creating integrated Risk management Strategy                                    |             |
| 2.1.4           | Conquering Risk   |             |
| <b>UNIT III</b> |   | 16 lectures |
| <b>3:1</b>      | <b>Risk in Banking and Insurance</b>  |             |
| 3.1.1           | Credit Risk, Electronic Banking Risk, Risk in management policy, liquidity risk |             |
| 3.1.2           | Risk base supervision of Banks  |             |
| 3.1.3           | Insurance as risk management technique  |             |
| 3.1.4           | Types of insurance to manage risk   |             |

|                |   |             |
|----------------|---|-------------|
| <b>UNIT IV</b> |   | 16 lectures |
| <b>4:1</b>     | <b>Risk management in Human resources and Marketing</b>   |             |
| 4.1.1          | The HR Contribution to understand how managing people risks will benefit their organization   |             |
| 4.1.2          | Assist the user to put into place a practical policy for managing risks associated with employees from recruitment through to the close of the employee/employer relationship |             |
| 4.1.3          | Variation Risk Management: Focusing Quality Improvements in Product Development and Production  |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. John Stevens, "Managing Risk: The Human Resources Contribution"
2. Anna C. Thornton, "Variation Risk Management"
3. Prof K. M. Bhattacharya, "Management in Indian Banks", Himalaya Publication
4. Rene M. Stulz, "Risk Management", Thomson Publication.
5. Triesmann, "Risk management in insurance", Thomson Publication.

### **SUBJECT: OPERATIONS RESEARCH**

**CLASS:** TYBMS

**COURSE CODE:** C.BMS.6.03

**TITLE:** Operations Research

#### **LEARNING OBJECTIVES:**

1. To introduce students to advanced analytical methods of decision making.
2. To help them use techniques such as mathematical modeling to analyze complex situations.
3. To help them build more productive systems

**Total Number of lectures: 60**

|               |  |             |
|---------------|--|-------------|
| <b>UNIT I</b> |  | 15 lectures |
| <b>1:1</b>    | <b>Introduction to OR and Linear Programming</b>                   |             |
| 1.1.1         | Operations Research – Introduction, Models, Areas of Application.  |             |
| 1.1.2         | Linear Programming (L.P): Mathematical Formulation of L.P.         |             |
| 1.1.3         | Graphical Method   |             |
| 1.1.4         | Simplex Method – Concept of slack, surplus & artificial variables. |             |
| 1.1.5         | Manual solutions of L.P.P. upto 3 iterations                       |             |
| 1.1.6         | Minimization & Maximization Problems                               |             |

|                 |  |             |
|-----------------|--|-------------|
| 1.1.7           | Special Cases – (i) Alternative optima (ii) Unbounded solutions & (iii) Infeasible solutions to be shown graphically & also by simplex method.   |             |
| <b>UNIT II</b>  |  | 15 lectures |
| <b>2:1</b>      | <b>Transportation &amp; Assignment Models</b>  |             |
| 2.1.1           | Definition of the transportation model   |             |
| 2.1.2           | Balanced / Unbalanced, Minimisation / Maximisation   |             |
| 2.1.3           | Determination of the initial basic feasible solution using (i) North-West Corner Rule (ii) Least cost method & (iii) Vogel's approximation method for balanced & unbalanced transportation problems  |             |
| 2.1.4           | Optimality Test & obtaining of optimal solution. (Considering per unit transportation cost)  |             |
| 2.1.5           | Assignment Problem – Hungarian method  |             |
| 2.1.6           | Statement of Transportation & Assignment Problems as L.P. Problems   |             |
| <b>UNIT III</b> |  | 15 lectures |
| <b>3:1</b>      | <b>Network Analysis</b>  |             |
| 3.1.1           | Construction of Network – Rules & precautions  |             |
| 3.1.2           | C.P.M. & P.E.R.T. Networks   |             |
| 3.1.3           | Obtaining of Critical Path   |             |
| 3.1.4           | Time estimates for activities  |             |
| 3.1.5           | Probability of completion of project   |             |
| 3.1.6           | Determination of floats (total, free, independent & interfering)   |             |
| 3.1.7           | Crashing of Simple networks  |             |
| <b>UNIT IV</b>  |  | 15 lectures |
| <b>4:1</b>      | <b>Decision Theory and Decision Tree</b>   |             |
| 4.1.1           | Decision Environments – risk & uncertainty   |             |
| 4.1.2           | Payoff table, Regret table   |             |
| 4.1.3           | Decision making under uncertainty<br>a) Maximin & maximax criteria<br>b) Minimax Regret criterion<br>c) Laplace criterion<br>d) Hurwicz criterion<br>e) Expected Monetary Value criterion.<br>f) Expected Value of Perfect Information (E.V.P.I)<br>g) Expected Opportunity Loss (E.O.L) |             |
| 4.1.4           | Decision Tree (Simple examples)  |             |

### LIST OF RECOMMENDED REFERENCE BOOKS:

- 1) Taha H.A, "Operations Research – An introduction 6th Edition, Prentice – Hall of India
- 2) Kapoor V.K., "Operations Research Techniques for Management 7th Edition", Sultan Chand & Sons

- 3) Kantiswarup, "Operations Research 9th Edition", Gupta P.K. & Sultan Chand & Sons  
Manmohan
- 4) Sharma S.D., "Operations Research" 8th Edition", Kedarnath, Ramnath & Company
- 5) Bronson R., "Operations Research 2nd Edition", Shaum's Outline Series
- 6) Vora N.D., "Quantitative Techniques in Management 3rd Edition", Tata McGraw Hill co.
- 7) Shreenath L.S., PERT & CPM, "Principles & Applications 3rd Edition", Affiliated East-West  
Press Pvt. Ltd.
- 8) Wagener H.M., "Principles of Operations Research. 2nd Edition", Prentice – Hall of India

**SUBJECT: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY****CLASS: TYBMS****COURSE CODE: C.BMS.6.04****TITLE: Business Ethics and Corporate Social Responsibility****LEARNING OBJECTIVES:**

1. To highlight the importance of ethical values in every aspect of industry and business.
2. To help students link the concept of business and its existence for societies contribution.

**Total Number of lectures: 60**

|                 |   |                    |
|-----------------|---|--------------------|
| <b>UNIT I</b>   |   | <b>10 lectures</b> |
| <b>1:1</b>      | <b>Introduction to Business Ethics</b>  |                    |
| 1.1.1           | Normative ethics, Prescriptive ethics and Applied ethics  |                    |
| 1.1.2           | Ethics, Morality and Legality   |                    |
| 1.1.3           | Concept of Right and Duty: Business - Western and Indian Perspectives, Definition and Scope Relevance in social changes |                    |
| 1.1.4           | Ethical organism and corporate code of conduct  |                    |
| <b>1.2</b>      | <b>Business Ethics - Conceptual Background</b>  |                    |
| 1.2.1           | Conceptual Approaches to Business Ethics  |                    |
| 1.2.2           | Egoism vs Altruism  |                    |
| 1.2.3           | Entrepreneur and Manager - Rote and Responsibilities  |                    |
| 1.2.4           | Responsibilities towards stakeholders: an overview  |                    |
| 1.2.5           | Profit - making; An Objective with an ethical dimension   |                    |
| <b>UNIT II</b>  |   | <b>20 lectures</b> |
| <b>2:1</b>      | <b>Indian Perspective of Ethics</b>   |                    |
| 2.1.1           | Purusharthas: Dharma, Artha, Kama. Moksha   |                    |
| 2.1.2           | Concept of Dharma   |                    |
| <b>2.2</b>      | <b>Ethics: A Global Perspective</b>   |                    |
| 2.2.1           | Ethics in Global Marketing & Advertising  |                    |
| 2.2.2           | Ethical perspective in Employment including in the international labour   |                    |
| 2.2.3           | Organization Std  |                    |
| 2.2.4           | Ethics and IT: E-commerce, Privacy Codes  |                    |
| 2.2.5           | Environmental Ethics: Indian and Western perspectives   |                    |
| 2.2.6           | Ethics and Cross- culture influences  |                    |
| 2.2.7           | Ethical issues and functional aspects of business   |                    |
| <b>UNIT III</b> |   | <b>15 lectures</b> |
| <b>3:1</b>      | <b>Corporate Governance</b>   |                    |
| 3.1.1           | Corporate Governance: Meaning scope & Reporting   |                    |
| 3.1.2           | The Agency Theory Principal - Agent Relationship  |                    |
| 3.1.3           | Role of CEO. Board and Senior Executives  |                    |
| 3.1.4           | Right of Investors and Shareholders   |                    |
| 3.1.5           | Financial Regulations and their scope in CG   |                    |
| 3.1.6           | Corporate governance from Cadbury committee to Narayan Murthy committee   |                    |

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|----------------|---|--------------------|
| <b>UNIT IV</b> |   | <b>15 lectures</b> |
| <b>4:1</b>     | <b>Concept of CSR</b>   |                    |
| 4.1.1          | Meaning and Scope of CSR  |                    |
| 4.1.2          | Relevance and Significance of CSR in contemporary society                                   |                    |
|                | Value approach to CSR   |                    |
| <b>4.2</b>     | <b>CSR: within the Organization</b>   |                    |
| 4.2.1          | Labour relation   |                    |
| 4.2.2          | Work Atmosphere: healthy and productive   |                    |
|                | Exploitation, atrocities and harassment   |                    |
|                | Safely standards and environmental concerns   |                    |
|                | Perquisites and incentives  |                    |
| <b>4.3</b>     | <b>CSR and Society</b>  |                    |
| 4.3.1          | Role and responsibility of Local Community in Business                                      |                    |
| 4.3.2          | Interventions of Business to fulfill social responsibilities                                |                    |
| 4.3.3          | Role of NGOs and International Agencies in CSR Integrating CSR into Business                |                    |
| 4.3.4          | CSR Measures and Indicators: Measuring CSR to improve shareholders value and societal value |                    |
| 4.3.5          | CSR and Sustainable Development   |                    |
| 4.3.6          | CSR and Triple Bottom Line in business: an international endeavour                          |                    |
|                |   |                    |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

- 1) William Lillie, "An Introduction to Ethics", Universal Paperbacks
- 2) S.K. Chakrabroty, "Wisdom leadership: Dialogues and Reflections", Wheeler Publishing
- 3) Kenneth Blanchard & Norman Vincent Peaie, "The Power of Ethical Management", William Morrow & Co, Inc.
- 4) R.M. Lala, "In search of Ethical Leadership", Vision Books Pvt. Ltd
- 5) Living within - The Yoga Approach to Psychological Heath and Growth (Sri Eurobond Ashram,  
Pond cherry.)
- 6) Dr. R.R.Khan, "Management and HRD", Fine Publishing House
- 7) Stuart Rainer Key Management ideas : Thinking that changed the Management world - Macmillan  
India Ltd

8) Susan J. Bethanis, "Leadership Chronicles of a Corporate Sage Five Keys to Becoming a more Effective leader" Ed corpus Colossus Learning Pvt. Ltd.

9) R.R. Prasad S.RP. Shukla, Ashok Kumar. 'Indian Management Emerging Responses'. Tata

### **SUBJECT: E-COMMERCE**

**CLASS:** TYBMS

**COURSE CODE:** C.BMS.6.05

**TITLE:** E-Commerce

**LEARNING OBJECTIVES:**

1. To highlight the importance of IT in business today.
2. To understand the technicalities of doing business online

**Total Number of lectures: 60**

|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT I</b>   |   | 15 lectures |
| <b>1:1</b>      | <b>Introduction to E-Commerce</b>   |             |
| 1.1.1           | Introduction to role of IT in business and different applications               |             |
| 1.1.2           | Role of IT in Communication and business applications                           |             |
| 1.1.3           | Different application of IT in global business scenario                         |             |
| 1.1.4           | Introduction to IT Act and its role to encourage E-business                     |             |
| 1.1.5           | Growing E-learning and E-Governance   |             |
| <b>1.2</b>      | <b>Evolution and Types of E-Commerce</b>  |             |
| 1.2.1           | Evolution of E-commerce. Global and Indian scenario.                            |             |
| 1.2.2           | History of e-commerce, Generic Model of E-Commerce                              |             |
| 1.2.3           | Definition,classification–B2B,B2C, C2C,G2C, B2G sites                           |             |
| 1.2.4           | Factors of growth and key performance indicators of E-Commerce.                 |             |
| <b>UNIT II</b>  |   | 15 lectures |
| <b>2:1</b>      | <b>E-Commerce Models</b>  |             |
| 2.1.1           | E-commerce Models–Store-front Model, Brick and Mortar Model                     |             |
| 2.1.2           | Build to Order Merchant Model, Service Provider Model, Subscription based Model |             |
| 2.1.3           | Broker Model, Advertiser Model, Virtual Mall Model and Infomediary Model        |             |
| <b>UNIT III</b> |   | 15 lectures |
| <b>3:1</b>      | <b>Sub-Systems of E-Commerce</b>  |             |
| 3.1.1           | E-commerce Trade Cycle and Trading Process                                      |             |
| 3.1.2           | E-market and Internet Commerce  |             |

|                |  |             |
|----------------|--|-------------|
| 3.1.3          | EDI and working mechanism of EDI   |             |
| 3.1.4          | Identify factors that are important for an E-Commerce  |             |
| 3.1.5          | Difference between Conventional Commerce and Electronic Commerce                               |             |
| <b>UNIT IV</b> |  | 15 lectures |
| <b>4:1</b>     | <b>Payment, Security and Privacy Issues in Online Business</b>                                 |             |
| 4.1.1          | Issues relating to privacy and security in online trading                                      |             |
| 4.1.2          | Electronic payment systems-credit cards, debit cards, smart cards ,e-credit accounts, e-money  |             |
| 4.1.3          | Security concerns in e-commerce, authenticity, privacy, integrity, non-repudiation, encryption |             |
| 4.1.4          | Cryptography techniques and restrictions placed  |             |
| 4.1.5          | Securing networks using firewalls and other machines   |             |
| <b>4.2</b>     | <b>Marketing Trends in E-Business</b>  |             |
| 4.2.1          | Growth of Online Retailing and E-marketing concepts  |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

- 1) E-business & E-Commerce Management 3rd Ed.-Pearson Education ISBN 978-81-317-2518-4.
- 2) Kalokota, Robinson, "E-Business 2.0 Roadmap for Success", Pearson Education ISBN-978-81-7758-4.
- 3) Elias M. Awad, "Electronic Commerce, 3rd Edition". Pearson Education, ISBN 81-317-0705-9.
- 4) Erfan Turban et.al., "Electronic Commerce – A Managerial Perspective, Pearson Education", ISBN 81-780-8362-0.
- 5) R. Kalokota, Andrew V. Winston, "Electronic Commerce – A Manager's Guide", Pearson Education, ISBN 81-780-8158-X.
- 6) Prof. Munesh Chandra Trivedi, "E-Commerce", Jaico Publishing House, Mumbai, Edn 2010.

**SUBJECT: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

**CLASS: TYBMS**

**COURSE CODE: C.BMS.6.06**

**TITLE: Investment Analysis and Portfolio Management (Elective I)**

**LEARNING OBJECTIVES:**

1. To give brief introduction of investment portfolio.
2. To help them understands how risk and returns are related to investments.
3. To help them understand what are the different types of instruments available in market for investment

**Total Number of lectures: 60**

|                 |   |             |
|-----------------|---|-------------|
| <b>UNIT I</b>   |   | 16 lectures |
| <b>1:1</b>      | <b>Introduction</b>   |             |
| 1.1.1           | Meaning of Investment – Investment alternatives, Investment Avenues   |             |
| 1.1.2           | Meaning of Portfolio – What is Portfolio Management – Objectives, Principles of Portfolio construction  |             |
| <b>1.2</b>      | <b>Investment Alternatives</b>  |             |
| 1.2.1           | Non Marketable Financial Assets – Bonds or fixed Income securities – Equity shares – Mutual Funds – Schemes of mutual funds (only concept of equity scheme, Hybrid Scheme, Debt Scheme) |             |
| 1.2.2           | Calculation of “Net Assets Value” (only Basic problem)  |             |
| 1.2.3           | Evaluation of portfolio performances  |             |
| <b>1.3</b>      | <b>Securities Market</b>  |             |
| 1.3.1           | Primary Equity Market, IPO, Book Building Process, Red herring Prospectus   |             |
| 1.3.2           | Secondary Market – Stock Markets, Trading & Settlement -Debt Market   |             |
| 1.3.3           | Role of SEBI  |             |
| <b>UNIT II</b>  |   | 14 lectures |
| <b>2:1</b>      | <b>Time Value of Money</b>  |             |
| 2.1.1           | Present Value   |             |
| 2.1.2           | Future Value  |             |
| 2.1.3           | Present Value of Annuity  |             |
| 2.1.4           | Future Value of annuity (compounding & discounting factors concepts and simple problems based on it   |             |
| <b>UNIT III</b> |   | 16 lectures |
| <b>3:1</b>      | <b>Risk &amp; Return</b>  |             |
| 3.1.1           | Meaning and Types of Returns  |             |

|                |  |             |
|----------------|--|-------------|
|                | Holding Period return— Expected return –Annualized return – measurement of return  |             |
| 3.1.2          | Risk – Types of Risk – Measurement of Risk   |             |
| <b>3.2</b>     | <b>Fundamental and technical analysis</b>  |             |
| <b>UNIT IV</b> |  | 14 lectures |
| <b>4:1</b>     | <b>Equity &amp; Debenture Valuation</b>  |             |
| 4.1.1          | Equity: Balance Sheet Valuation – Dividend Discount Model – zero growth – constant growth – multiple growth model – price earnings ratio model |             |
| 4.1.2          | Debentures: Debt Instruments – Bond valuation & Pricing – Yield to maturity (YTM), Interest Rate Risk – Determinants of Interest Rate Risk     |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Prasanna Chandra, “Security Analysis and Portfolio Management” , Tata McGraw Hill
2. Prasanna Chandra, ”Financial Management” , Tata McGraw Hill
3. Ravi Kishor, “Security Analysis and Portfolio Management” , Taxman Publishers
4. Khan & Jain, “Financial Management”, Tata McGraw Hill
5. Hirt and Block, “Fundamentals of Investment Management”, Tata Mc Graw Hill, Edn 2009.
6. Robert A. Strong, “Portfolio Management Handbook”, Jaico Publishing House, Mumbai.  
Edn 2008.
7. Zvi Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty, “Investments”, Tata Mc Graw Hill

**SUBJECT: RETAIL AND SALES MANAGEMENT(ELECTIVE II)**

**CLASS:** TYBMS

**COURSE CODE:** C.BMS.6.07

**TITLE:** Retail and Sales Management (Elective II)

**LEARNING OBJECTIVES:**

1. To educate the students about the core principles of retail strategy and Merchandise Planning.
2. To update them about the latest in the field of Retail and also of the role and importance of the various intermediaries in the business.

**Total Number of lectures: 60**

| <b>UNIT I</b>  | <b>Title</b>  | <b>15 lectures</b> |
|----------------|---|--------------------|
| <b>1:1</b>     | <b>Introduction</b>   |                    |
| 1.1.1          | Meaning & Definition on retailing   |                    |
| <b>1.2</b>     | <b>Retailer's role in a distributional channel</b>  |                    |
| 1.2.1          | Functions performed by retailers  |                    |
| 1.2.2          | Prospects of retailing in India   |                    |
| <b>1.3</b>     | <b>Retailers characteristics</b>  |                    |
| 1.3.1          | price-cost trade off  |                    |
| 1.3.2          | types of merchandise, variety & assortment, customer services   |                    |
| 1.3.3          | cost of offering breadth & depth of merchandise and services  |                    |
| <b>1.4</b>     | <b>Types of retailers</b>   |                    |
| 1.4.1          | food retailers, general merchandise retailers   |                    |
| 1.4.2          | non store retail formats, services retailing  |                    |
| 1.4.3          | types of ownership  |                    |
| <b>1.5</b>     | <b>Multi Channel Retailing</b>  |                    |
| 1.5.1          | meaning, the evolution toward multi channel retailing   |                    |
| <b>1.6</b>     | <b>Franchising</b>  |                    |
| 1.6.1          | Types, advantages, challenges, franchising in India   |                    |
| <b>UNIT II</b> | <b>Title</b>  | <b>15 lectures</b> |
| <b>2:1</b>     | <b>Retailing strategy</b>   |                    |
| 2.1.1          | Meaning   |                    |
| 2.1.2          | Retail Market Strategy  |                    |
| 2.1.3          | target market & retail format   |                    |
| 2.1.4          | building a sustainable competitive advantage, customer loyalty, location, human resource management, distribution and information systems, unique merchandise, vendor relations |                    |
| <b>2.2</b>     | <b>Multiple sources of advantages</b>   |                    |
| 2.2.1          | strategic retail planning process   |                    |
| <b>2.3</b>     | <b>Role of Information Technology in retailing</b>  |                    |
| <b>2.4</b>     | <b>Merchandise Management</b>   |                    |
| 2.4.1          | meaning, organizing the buying process by categories  |                    |
| 2.4.2          | setting objectives for the merchandise plan   |                    |

|                 |  |             |
|-----------------|--|-------------|
| 2.4.3           | sales forecasting, the assortment planning process   |             |
| <b>2.5</b>      | <b>Buying merchandise</b>  |             |
| 2.5.1           | branding options available to retailers  |             |
| 2.5.2           | private labeling, international sourcing decisions   |             |
| 2.5.3           | pricing strategy   |             |
| <b>2.6</b>      | <b>Price Adjustments</b>   |             |
| 2.6.1           | meaning of terms like markdowns, coupons, rebates, price bundling,<br>multiple unit pricing, variable pricing    |             |
| <b>UNIT III</b> | <b>Title</b>   | 15 lectures |
| <b>3:1</b>      | <b>Store Management</b>  |             |
| 3.1.1           | responsibilities of store managers   |             |
| 3.1.2           | store planning, location planning  |             |
| 3.1.3           | store design & the retail image mix, the space mix   |             |
| 3.1.4           | effective retail space management, store layout, floor space management<br>and visual merchandising and displays |             |
| <b>UNIT IV</b>  | <b>Title</b>   | 15 lectures |
| <b>4:1</b>      | <b>Sales Management</b>  |             |
| 4.1.1           | Meaning and importance of sales planning and management  |             |
| 4.1.2           | Sales Targets and implementation of sales plan   |             |
| 4.1.3           | Sales Training   |             |
| 4.1.4           | Sales Auditing   |             |
| 4.1.5           | Sales Budget   |             |
| 4.1.6           | Sales Organization   |             |
| 4.1.7           | Quality of a good sales person   |             |
| 4.1.8           | Compensation of the Sales person   |             |

### **LIST OF RECOMMENDED REFERENCE BOOKS:**

1. Michael Levy & Barton A Weitz, “Retailing Management”, Tata Mc Graw Hill
2. Gibson C Vedamani, “Retailing Management”, Jaico Publishing House, Mumbai.
3. Jim, “Retail Strategies- understanding why we shop”, Jaico Publishing House, Mumbai.
4. Dunne Lusch, “Retail Management”, south western Cengage Learning
5. K.S. Menon, “Store Management”, Macmillan India Ltd.,
6. Keith Lincoln & Lars Thomassen, “How to succeed at Retail”
7. Keith Lincoln, Lars Thomessen & Anthony Aconis, “Retailization- Brand survival in the age of retailer Power”, Kogan Page Ltd.,
8. Swapna Pradhan, “Retailing Management – Text and Cases”, 3rd Edn, Tata Mc Graw

Hill.

9. Bajaj, Tulli & Shrivastava, “Retail Management” , Oxford University Press

10. Kishore Biyani, “It happens in India”,& “ The Wall Mart Story”

11. Store Manager, Organiser / Planner- DMS retail

12. Dr. RamKishen Y. “International Retail Marketing Strategies”, Jaico Publishing House,  
Mumbai.