

St. Xavier's College (Autonomous),  
Mumbai



Syllabus of the courses offered by the  
Department of Management Studies  
(2017-18)

## **COURSE : C.BMS.1.01**

### **PRINCIPLES OF MANAGEMENT – I** **[15 lectures each unit]**

#### **LEARNING OBJECTIVES:**

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

UNIT 1. Management- concept,nature,process and Significance .An overview of functional areas of management, managerial roles ( Mintzberg)  
Evolution of Management Theory – Work of Fredrick .W. Taylor, Fayol’s contribution , Behavioural Science approach, Contingency approach. [15 lectures}

UNIT 2. Management Functions – Planning , Organising, Staffing , Directing and controlling. [15 lectures]

Planning : meaning-importance-elements- process - limitations  
Decision Making- concept, importance and steps in decision making  
Preparation of Business Plan

UNIT 3. Organising - Concept,nature and significance; Authority and responsibility relationships, centralization and decentralization, departmentation, organization structure-forms.

Staffing - importance, sources of recruitment, selection process. [15 lectures]

UNIT 4. Directing – meaning and steps I direction: motivation – concept; theories – Maslow , Herzberg , Mc Gregor.

Leadership- concept, styles and traits  
Control :concept, process: Effective control system; control techniques.  
Coordination- concept, Definition and importance. [15 lectures]

#### **Continuous Internal Assessment:**

**Mid semester test – Case Study**

**Organizing local visit to industry - Report**

#### **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

## **COURSE : C.BMS.1.02**

### **INTRODUCTION TO FINANCIAL ACCOUNTS**

**[15 lectures each unit]**

#### **LEARNING OBJECTIVES:**

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

#### **UNIT 1.**

[15 lectures]

**A.:** Meaning and Scope of Accounting: Need, development and definition; Book-keeping and accounting; Persons interested in accounting; Disclosures ;Branches of accounting; Objectives of accounting, principles of Accounting.

**B.:** Accounting Transactions :Accounting cycle , journal, journal proper Opening and closing entries Relationship between journal & ledger ;Rules regarding posting; Trial balance; Subsidiary books; Bank reconciliation statement

**C.** Accounting Standards

AS 1 : Disclosure of accounting policies: Meaning of accounting policies – Purpose - Different policies - Areas of policies - Disclosure of policies - Disclosure of change in policies -Simple illustrations

AS 6 : Depreciation accounting: Meaning – Definitions – Importance –Factors – Useful life of a depreciable asset - Estimating useful life – Additions - Residual value – Methods - Disclosure of surplus – RBM/FIM - Simple illustrations

AS 9 : Revenue recognition: Meaning and scope - Transactions excluded - Sale of goods - Rendering of services - Effect of uncertainties – Disclosure - Simple illustrations

AS 10 : Accounting for fixed assets : Meaning – Definitions – Importance - Cost of fixed assets - Self constructed fixed assets - Non-monetary consideration - Improvements, repairs, additions and extensions – Revaluation - Sale or retirement - Valuation of fixed assets in special cases - Special types of fixed assets – Disclosure

#### **UNIT 2.**

[15 lectures]

**A.** 1) Expenditure: Classification of Expenditure - Capital, Revenue and Deferred Revenue Expenditure : Distinction between capital expenditure and revenue expenses; Unusual expenses; Effect of error ;Criteria tests

2) Receipts : Capital receipt, Revenue receipt , Distinction between capital receipts and revenue receipts

3)Profit or Loss : Revenue profit or loss ,Capital profit or loss

**B.** Depreciation Accounting : Practical problem based on accounting treatment by provision for depreciation using SLM and RBM methods

**UNIT 3.**

[15 lectures]

Trial Balance and Final Accounts of a Sole Proprietor . Introduction to trial balance and final accounts of a sole proprietor. Rectification of errors. Preparation and Presentation of Final Accounts in Horizontal Form: Manufacturing Account; Trading Account: Profit and Loss Account: Balance Sheet

**UNIT 4.**

[15 lectures]

Accounting in Computerized Environment.  
An overview of Computerized environment.  
Features of Computerized accounting system.  
Concept of grouping of accounts.  
Codification of accounts.  
Maintaining the hierarchy and ledgers.  
Accounting packages and consideration of them in selection.

**Continuous Internal Assessment -:****Mid semester test****Project work****REFERENCES:**

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. Harsolika  
Multi-Tech. Publishing Co. Ltd.,
10. Indian Accounting Standards and US Gaap, Ashish Bhattacharya ,Tata Mc. Graw  
Hill & Co. Ltd.,

## **COURSE : C. BMS.1.03**

### **BUSINESS LAW** **[15 lectures each unit]**

#### **LEARNING OBJECTIVES:**

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

#### **UNIT 1.**

[15 lectures]

##### **A) Law of Contract ( The Indian Contract Act, 1872) : Section 1-30**

Essential Elements of Contract - Agreement and Contract - Capacity to Contract – Free Consent – consideration - Lawful objects/consideration

##### **B) Sales of Goods Act, 1930**

Scope of the Act - Sale and Agreement to sell - Essentials of a valid sale Contract - Conditions and Warranties - Rights of an unpaid seller - Rules of Delivery - Auction sales – CIF & FOB contract

##### **C) Indian Partnership ( The Indian Partnership Act, 1932)**

What is Partnership? - Partnership Formation - Types of Partnerships - Dissolution of Partnership - Rights , Duties and liabilities of partners

#### **UNIT 2. Negotiable Instrument Act, 1881**

[15 lectures]

Introduction of Negotiable Instruments - Characteristics of Negotiable Instruments - Different types of Negotiable Instruments - Parties to Negotiable Instruments - Negotiation, Endorsement and Presentment - Criminal Liability on Dud cheques

#### **UNIT 3. Companies Act, 1956 (Section 1-100)**

[15 lectures]

What is company? - Incorporation of Company- Memorandum of Association & Articles of association – Prospectus - Meetings - Board of Directors

#### **UNIT 4. Consumer Protection Act, 1986**

[15 lectures]

Objects of consumer Protection - Introduction of consumer - Who is consumer?- Meaning of the words “Goods and Services” - Meaning of the words “ Defects and Deficiencies of Goods and services” – Consumer disputes and complaints - Unfair Trade Practice - Consumer Protection Councils - Consumer Disputes - Redressal Agencies

#### **Continuous Internal Assessment :**

##### **Mid Semester test**

##### **Project work**

#### **REFERENCES:**

- 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

## **COURSE : C. BMS.1.04**

### **BUSINESS MATHEMATICS**

**[15 lectures each unit]**

#### **LEARNING OBJECTIVES:**

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

#### **UNIT 1. Elementary Financial Mathematics** [15 lectures]

A.P., G.P., and sums of their first  $n$  terms. Problems with business applications.

Simple interest, compound interest, interest compounded more than once a year nominal, effective and continuous rates of interest.

Immediate (ordinary) annuity, its present value and future value.

Equated Monthly Installments (EMI) using reducing interest system, amortization of loans.

Sinking Fund.

Depreciation of assets.

Functions: constant function, linear function, step function,  $x^n$ , exponential and logarithmic functions. Business and Economics functions such as demand supply, total revenue, average revenue, total cost, average cost and profit function.

Equilibrium point.

Break even analysis.

Notion of permutations and combinations.

(Problems to be solved with calculator. Use a logarithm tables to be avoided.)

#### **UNIT 2. Matrices and Determinants** [15 lectures]

Matrices, Matrix Operations (addition of two matrices, scalar multiple of a matrix, matrix multiplication, transpose of a matrix). Determinant of a matrix of order 2 and 3, elementary properties of determinant, solving a system of linear equations (up to 3 variables) using Cramer's rule and application to business problems.

Elementary row and column operations on matrices, inverse of a matrix (up to order 3).

Application of matrices to Leontief's open input-output model.

Linear inequality (upto 2 variables) and their Graphs.

#### **UNIT 3. Derivatives and their Applications** [15 lectures]

Derivatives as a measure of rate . Derivatives of functions – constant function,  $x^n$ ,  $e^x$ ,  $a^x$ ,  $\log x$  . Rules of derivatives – scalar multiplication , sum, difference, product and quotient. Second order derivatives. Application of derivatives – marginal cost , marginal revenue, elasticity of demand, maxima and minima for functions in Economics and Business.

#### **UNIT 4. Functions of two variables and Integration**

[15 lectures]

Functions of two variables with examples from Economics and Commerce such as Cobb-Douglas and other production functions, demand functions involving two commodities.

First and second order partial derivatives, marginal functions and their simple applications in Economics. Maxima and minima of functions of two variables using second order partial derivative criterion. Constrained maxima and minima (one constraint only) using Lagrange's multiplier.

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.

Integration as the reverse process of derivatives , standard formulae – integration of constant function,  $x^n$ ,  $e^x$ ,  $a^x$ ,  $\log x$ . Rules for integrals – sum, difference and scalar multiplications. Simple problems (Integration techniques such as finding total cost from marginal cost, total revenue from marginal revenue Definite integrations, simple problems (No properties), applications such producer's surplus, consumer's surplus, present value and future value of a continuously compounded annuity.

#### **Continuous Internal Assessment :**

**Mid Semester test**

**Assignment**

#### **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.

**COURSE : C. BMS.1.05**

**BUSINESS COMMUNICATION**

[15 lectures each unit]

**LEARNING OBJECTIVES:**

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

**UNIT I Fundamentals of Communication** [15 lectures]

Definition, Meaning -Types, process and importance

**UNIT II Effective Communication** [15 lectures]

Concept & Practice of Effective Communication - Barriers to Effective Communication - Methods to Improve Communication Skills

**UNIT III Written Communication Skills** [15 lectures]

Report Writing - Letter Writing - Preparation of Promotional Material -  
\*with special reference to banks, Insurance companies and Joint stock companies

**UNIT IV Oral Communication Skills** [15 lectures]

Understanding Audience - Use of Language - Use of Tone - Understanding Body Language

**Continuous Internal Assessment :**

**Mid Semester test**

**Project work**

**Assignment**

**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

## **COURSE: C. BMS.1.06**

### **COMPUTER APPLICATIONS IN BUSINESS**

**[15 lectures each unit]**

#### **UNIT I Computer Basics**

**15 lectures**

Components of a PC, input and output devices - Operating System and Task of OS-Network Topology — Bus, Star, Mesh, Ring, Hierarchical-Network Hardware – Hub, Bridge, Switch, Router, Firewall - DNS, Types of DNS-Internet, www - **Web Technology**-Evolution of HTML - Concept of Hyper Text, Tags - Structure of an HTML file -Basic Tags - <head>, <title>, <body>, <h1> to <h6>, <p>, <b> <pre> etc. - Adding graphics with and without text, alignment - Creating Frames.

#### **UNIT II Office Productivity and Data Analysis**

**15 lectures**

**Understanding Spreadsheet** - Cell, sheet, workbook - Relative and absolute reference. - Creating and using templates. - Creating and Linking Multiple Spreadsheets. - Add Headers/Footers to a Workbook. - Create Formulas that use references to cells in different worksheets. - Creating and using named ranges - **Spreadsheet Functions** - Financial functions: FV, PV, PMT, PPMT, IPMT, NPER, RATE, NPV, IRR - Database Functions VLOOKUP, HLOOKUP - Conditional Logic functions IF, COUNTIF, SUMIF - Search functions: FIND, MATCH - **Data Analysis** - Using Scenarios, creating and managing a scenario. - Using Goal Seek. - Using Solver - Tables – Building Pivot Tables, Pivot Table regions. Rearranging Pivot Table - Creating simple macros.

#### **UNIT III MIS**

**15 lectures**

**Using Document** - Formatting Document, Page Formatting, Bookmark. - Auto-text, Autocorrect, Spelling and Grammar Tool. - Using Mail Merge for multiple letters, Mail Merge for admission form with images. - Macros, Tables, File Management. - Linking and embedding object. - Make professional Resume in Office.- Formatting Document, Page Formatting, Bookmark. - Auto-text, Autocorrect, Spelling and Grammar Tool. - Using Mail Merge for multiple letters, Mail Merge for admission form with images. - Macros, Tables, File Management.-

Linking and embedding object. – **Database** - Database system, purpose of database system, view of data.- Relational databases.- Different keys in database-primary, foreign, composite etc. - Understanding MS Access - Creating Forms and Tables in MS Access.- Using Query Wizard - Report in MS Access - What is database system, purpose of database system, view of data. - Relational databases. - Different keys in database-primary, foreign, composite etc.

#### **UNIT IV Emerging Trends in Computers**

**15 lectures**

Cloud Computing - What is cloud? - Types of cloud. - Service models—IAAS, PAAS and SAAS. - Advantages of cloud. - **Google Drive and Google Doc** - Accessing Google Drive. - Working with files and folders.- Finding files, transferring files to other folder. - Working with Docs, Sheets, and Slides.- Creating forms and drawings. - Creating slides with animation with google slide. - Sharing files with edit and view permissions. - Working with revisions and suggested edits. - Accessing Google Drive. - Working with files and folders.

#### **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

#### **ASSESSMENT:**

#### **THEORY:**

CIA I: 15 Marks written examination

CIA II: 25 Marks practical examination in the computer laboratory (individual assessment)

#### **ESE PATTERN:**

For 60 marks 4 Units- 4 Questions of 15 marks each [one question per unit]

For 100 marks: 4 Units- 5 Questions of 20 marks each [Q1 of ALL units and Q2 to Q5 per unit]

*Contact Time:*

*4 lectures of 50 minutes per week for theory*

*2 lectures back to back of 50 minutes each in the laboratory ( 60 students divided into 2 batches of 30 each: one batch per day)*

**COURSE: C. BMS.2.01**

**ORGANIZATIONAL BEHAVIOUR**

**[60 lectures]**

**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.

**UNIT I Introduction:**

[15 lectures]

Concept and nature of Organizational behaviour; Contributing disciplines to the field of O.B.; O.B. Models; Need to understand human behaviour; Challenges and Opportunities.

**UNIT II Individual & Interpersonal Behaviour:**

[15 lectures]

Biographical Characteristics; Ability; Values; Attitudes-Formation, Theories, Organisation related attitude, Relationship between attitude and behavior; Personality – determinants and traits; Emotions; Learning-Theories and reinforcement schedules, Perception –Process and errors. Interpersonal Behaviour: Johari Window; Transactional Analysis – ego states, types of transactions, life positions, applications of T.A.

**UNIT III Group Behaviour & Team Development:**

[15 lectures]

Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behaviour; Concept of Team Vs. Group; Types of teams; Building and managing effective teams. Effective Thinking, Thinking Skills, Thinking Styles, Concept of Six Thinking Hats

**UNIT IV Organization Culture and Conflict Management:** [15 lectures]

Organizational Culture- Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation.

**Continuous Internal Assessment :**  
**Mid Semester test - Case Study**  
**Project work**

**REFERENCES:**

1. Luthans, Fred; *Organizational Behaviour*, Tata McGraw Hill, New Delhi, 2003.
2. Chhabra, T.N. & Singh, B.P., *Organization Behavior*, Sultan Chand & Sons.
3. Khanka, S.S.; *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
4. Joseph, Weiss; *Organization Behaviour and Change*, Vikas Publishing house, 2004.
5. Prasad, L.M.; *Organizational Behaviour*, Sultan Chand & Sons, 2003.
6. Stephen P., Robbins; *Organizational Behaviour*; "Prentice Hall of India Pvt. Ltd.",  
New Delhi, 2003.
7. Industrial Psychology Gosh P.& K & Ghorpade M.B Himalaya, Mumbai, 1999
8. Organizational Behaviour Newstrom J.Keith D Tata McGraw Hill, New Delhi

**COURSE: C. BMS.2.02**

**INDUSTRIAL LAW**

**[60 lectures]**

**LEARNING OBJECTIVES :**

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

**UNIT I Laws related to Industrial Relation and Industrial Disputes**

1. Industrial Disputes Act, 1947

Definitions , authorities award and settlement, strikes, lockouts, layoffs retrenchment and closure

2.The Trade Unions Act, 1926

[15 lectures]

**UNIT II Laws related to Health, Safety and Welfare**

The factories Act, 1948 Provisions related to approval, licensing, registration,

inspecting staff, health safety and welfare

[15 lectures]

**UNIT III Social Legislations**

[15 lectures]

1. Employees' State insurance Act, 1948 : Committees councils and various benefits

2. Employees' Provident fund and iii)Miscellaneous Provision Act, 1948 schemes, administration and determination of dues

**UNIT IV Laws related to Compensation Management**

[15 lectures]

1. The Payment of Wages Act, 1948 : Objectives , Definitions, authorized deductions

2. The Minimum wages Act, 1948

3. The Payment of Gratuity Act, 1972

**Continuous Internal Assessment :**

**Mid Semester test**

**Project work – Presentation and Viva**

## **REFERENCES :**

- 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

**C.BMS.2.03**  
**Marketing Management**

***Learning objectives:***

- 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.
- The program also seeks to equip students to be visionary marketing professionals who would add value to the organization.

**UNIT - I      **Introduction to Marketing**      **[15 Lectures]****

- a) The 4Ps and Cs of Marketing
- b) Marketing as an activity, function, and philosophy.
- c) Needs, wants and demand; transactions, transfers and exchanges
- d) Orientation of a firm: Production concept, product concept; selling concept, and marketing concept

New Trends in marketing : E – Marketing, Internet Marketing, and Marketing using social networks Societal Marketing/Relationship Marketing

**UNIT - II      **Marketing Research: MIS; & Consumer Behavior: [15 Lectures]****

The micro environment of business (management structure; marketing channels; markets in which a firm operates; competitors and stakeholders. Macro Environment: political factors; economics ; socio-economic factors; technological factors (pest analysis)

Marketing Research: Importance of Marketing Research; Types of Marketing Research; Product Research; sales research; consumer research; promotion research.

Consumer behavior: 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

**UNIT - III      **[15 Lectures]****

Industrial Buying Behavior; 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.

Product and Brand Management

Product Management: 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

Brand management:

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.

**UNIT - IV****[15 Lectures]**

Pricing decisions, channel decisions: promotion mix; strategies; Integrated Marketing Communication; marketing services; ethics in marketing.

Pricing decisions: 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.

Channel decisions: 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.

Integrated marketing communication: Definition of target audience; determining communication objectives, designing communication and selection of channels.

Marketing Services: Characteristics of services, ways of improving services, delivery, managing service maturity

Ethics in marketing: Advertising standards Council of India, code of ethics in advertising; Promotion to children; unfair practices in marketing.

**Continuous Internal Assessment :****Mid semester test****Project Work-Presentation**

Reference Books:

Sr. no.	Title	Author	Publisher
1.	Marketing Mangement: A South Asian Persepective	Kotler, keller, Koshy and Jha	12e, Pearson/ Prentice Hall
2.	Marketing Concepts and Cases	Etzel, Stanton, walker and Pandit	13t Tata Mcgraw Hill
3.	Marketing Management	Russel S. Winer	3e, Pearson 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

**COURSE: C. BMS.2.04**  
**MANAGERIAL ECONOMICS – I**  
**[60 lectures]**

**LEARNING OBJECTIVES:**

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

**UNIT I Introduction**

[15 lectures]

Meaning and Scope of managerial economics- relationship to economic theory-relationship with decision theory- role of managerial economics- objectives and constraints of the firm- introduction to risk, asymmetric information and game theory

**UNIT II Demand Analysis**

[15 lectures]

Meaning of demand-Market demand function -Demand curve, factors affecting demand-Variation and increase/decrease in demand-Elasticity of demand- Graphical representation of price elasticity of demand Price- income and cross elasticity of demand- Estimation of demand-Numerical problems for measurement of elasticity

**UNIT III Production and Costs**

[15 lectures]

Meaning of production- Types of production function – Importance of production function in managerial decision-making – Application of production function in productive sectors (service and manufacturing) –Economies of scale and scope. Importance of cost in managerial decision-making – Economic concepts of cost – Functional form of short run and long run cost – Estimation and alternative methods of estimation of cost - LAC as a decision making tool – Impact of learning curve.

**UNIT IV Market Structures**

[15 lectures]

Meaning of market structure, need for analyzing market structure, types of markets

**Perfect competition & Monopoly**

Features-Representative firm, and industry-Equilibrium in short and long run-Price and output determination using diagrams-Normal profits, losses and supernormal profits in short run-Long run and normal profit-Merits and limitations of perfect markets

**Oligopoly and Monopolistic Competition**

Oligopoly-definition and characteristics-Collusion and cartel-Non-price competition- Price stickiness and kinked demand

Monopolistic competition-definition and characteristics-Equilibrium-Price and output determination

**Continuous Internal Assessment :**

**Mid Semester test**

## **Project work – Presentation**

### **REFERENCES :**

- 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, R. et al; S. Chand, New Delhi
- 6 Managerial Economics Paul G Keat, K Y Young Prentice Hall Publication
- 7 Managerial Economics: Analysis, Problems, Cases, Lila J. Truett and Dale B. Truett *John Wiley & Sons*
- 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

**COURSE : C. BMS.2.05**  
**BUSINESS STATISTICS**  
**[60 lectures]**

**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.

**UNIT I Descriptive Statistics For Univariate Data** [15 lectures]

Introduction to Statistics: Types of data. Data collection methods – Census and Sample Survey:

Presentation of data: Tabular (Frequency distribution) and Graphical (Frequency Curve, Ogives, Histogram)

Measures of Central Tendency: Arithmetic mean, median, mode, geometric mean-their properties and applications.

Measures of Dispersion: Absolute measures – Range, Quartile deviation, Standard deviation, Variance and Relative measures – coefficient of range, coefficient of quartile deviation, coefficient of variation.

**UNIT II Forecasting Techniques** [15 lectures]

Correlation and Regression: Karl Pearson's coefficient of correlation (Properties and calculation); Spearman's Rank Correlation coefficient. Linear regression equation – Statement and use.

Time Series: Components. Additive and multiplicative models,

Estimation of linear trend by

(i) least squares method (ii) moving average method.

Determination of seasonal trend using simple average method.

Index Numbers: Meaning and uses, Simple and composite index number.

Aggregative and average of price relatives – simple and weighted index numbers.

Construction of index number-fixed and chain base.

Laspayre's Paasche's Kelly's and Fisher's index numbers.

Construction of (i) consumer price index (ii) Cost of living index numbers.

Deflating, Splicing, Shifting of Base Year.

Conversion from fixed Base to Chain Base index numbers and vice-a-versa..

**UNIT III Probability and Probability Distribution:** [15 lectures]

Probability: Sample space as a concept, different types of events.

Definition of probability.

Addition and Multiplication Laws of probability

(Statements and use only) conditional probability ,

Bayes' Theorem ( concept only)

Random Variable, Expectation and Variance. Probability distributions-

Binomial and Normal.

**UNIT IV Testing of Hypotheses:**

[15 Lectures]

Sampling distribution : Sample mean and sample proportion.

Determination of sample size. Central Limit Theorem (Statement only)

Hypothesis: Simple and composite, null and alternative.

Two types of errors, level of significance (concepts only)

Large sample test Tests based on Normal distribution (Tests for mean and difference in two means, proportion and difference in two proportions). Interval estimation. t-test (concept only)

**Continuous Internal Assessment :****Mid Semester test****Project work - Presentation****REFERENCES :**

- 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 Archana Gupta Sultan Chand and Sons, New Delhi
- 10 Business Statistics J. S. Chandan Vikas Publishing House

## **COURSE: C. BMS.2.06**

### **INTRODUCTION TO COST ACCOUNTING [60 lectures]**

#### **LEARNING OBJECTIVES:**

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

#### **UNIT I Introduction & Importance of Cost Accounting:** [15 lectures]

Cost, costing, Cost accounting ; Cost ascertainment ; Cost control; Cost classification ; Reporting : Distinction between cost & financial accountancy ; Advantages of cost accounting ; Objectives of cost accounting

#### **UNIT II** [15 lectures]

##### **A .Elements of Cost: material-labour- overheads**

##### **B .Bases of Cost Classification :**

On the basis of :-

Behavior / Variability :

Element of cost including direct & indirect concept

Functions

##### **C. Determination of Total Cost**

Cost structure

Cost sheets

Composition of selling price

#### **UNIT III Reconciliation between Cost and Financial Records** [10 lectures]

Meaning and Definition - Need for reconciliation - Causes of disagreement -

Procedure and preparation of statement of reconciliation

#### **UNIT IV Elementary Principles and Techniques of Marginal Costing**

[20 lectures]

*(Excluding Problems on Managerial Decisions)*

##### **A. Elementary Principles of Marginal Costing:**

Meaning - Features of marginal costing - Advantages of marginal costing -

Limitations of marginal costing - Concept of profit

##### **B. Techniques of Marginal Costing**

Contribution - Profit / volume ratio - Break even point

Margin of safety - Cost volume profit analysis

##### **C. Contract Costing**

#### **Continuous Internal Assessment :**

#### **Mid Semester test**

## **Assignment: Project**

### **REFERENCES :**

- 1 Management Accounting I.M Pandey Vikas 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

## **C.BMS.3.01 Human Resource Management**

**[15 lectures each unit]**

### ***Learning objectives***

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

### **I Introduction to HRM**

**[15 Lectures]**

Definition, features, scope/Functions of HRM. - Evolution of HRM/ Trends in HRM  
Difference between HRM and PM - Challenges Before the HR Manager - Role of the HR manager - Traits/Characteristics of the workforce, Personnel Philosophy - Personnel Manual - Human Resource Planning: - Definition of HRP - Process of HRP along with brief coverage of personnel demand and supply - Forecasting techniques - Factors affecting HRP - HRIS - VRS, outsourcing, pinkslip/termination/retrenchment/downsizing/ separation - Contracting and sub-contracting - Promotions and transfers.

### **II Job analysis, Job Design and Job evaluation**

**[15 Lectures]**

Job analysis- definition, method of collecting job data, merits and demerits/ limitations - Job design definition, factors affecting job design , approaches to job design - Job evaluation- definition, methods of job evaluation, process of job evaluation - Recruitment, selection and Induction: - Recruitment- Definition, sources of recruitment , merits and demerits - Selection- definition process of selection, types of selection tests, types of interviews - Induction/orientation- definition, methods, process - Placement - Training and Development - Definition if training and development - Methods of training Managers - Process/ Procedure of conducting training programs – Evaluation of effectiveness of training program - Advantages of T & D .

### **III Performance Appraisal**

**[15 Lectures]**

Definition -  
Methods of appraisal for managers – traditional and modern - Process/procedure of conducting performance appraisal - Advantages of performance appraisal - Limitations of performance appraisal - Compensation management - Definition of compensation - Components of salary/ salary slip - Fringe benefits- definition and types - Performance linked incentives/incentives definition, advantages and disadvantages. - Career planning and Development - Definition of career planning and career development - Process /procedure - Career stages/career life cycle and how to handle personnel at each stage - Essentials to make career planning successful - Career counseling - Employee Retention techniques - Succession planning.

### **IV Participative management**

**[15 Lectures]**

Definition of participative management - Levels of participation - Trends in Participative management - Factors important for effective participative management - Forms of participation - Participation through quality circles - Empowered teams - Industrial relations -Definition of industrial relations - Features of industrial relations - Importance of industrial relations - Approaches to industrial relations - Parties to

industrial relations - Trade Unions - Definition of a trade union - Features of a trade union - Trade Union movement in India - Trends in Trade Unions.

	Knowledge	Understanding	Application
Unit I	06	05	
Unit II	08	09	10
Unit III	04	03	04
Unit IV	04	03	04
TOTAL	22	20	18

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work-Presentation**

Reference Books

Sr. No.	Title	Author	Publisher
1	Human Resources and Personnel Management	K Aswathappa	Test and Cases, 4e
2	Personnel Management	Mamoria	
3	Personnel Management	Flippo	Mcgraw
4	Excellence through HRD	M Nair and T V Rao	
5	Handbook of Human Resource Management Practice	Armstrong and Micheal Kogan Page	



## C.BMS.3.02 Management Accounting

[15 lectures each unit]

### *Learning Objectives:*

- To familiarize the students with the provisions and use of accounting information to managers within organizations.
- 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.
- To help them in preparing and presenting financial and other decision oriented information in such a way as to assist management decision making.

<b>Unit Number</b>	<b>Topics</b>	<b>No. Of Lectures</b>
<b>I</b>	<b>Analysis and Interpretation of Accounts</b> A. Study of Balance Sheet Schedule VI of Limited Company B. Study of Manufacturing Trading Profit and Loss Account of a Limited Company <b>Vertical Forms:</b> Relationship Between items in Balance Sheet and Profit and Loss account. A. Trend analysis B. Comparative Statement C. Common Size Statement	<b>15</b>
<b>II</b>	Ratio analysis and Interpretation ( Based on Vertical Form of Financial Accounts) including conventional and functional classification restricted to- a) Balance Sheet ration:- I. Current Ratio II. Liquid Ratio III. Stock Working capital ratio IV. Proprietary ratio V. Debt – Equity ratio VI. Capital gearing ratio b) Revenue Statement Ratios: I. Gross Profit Ratio	<b>15</b>

	II. Expense Ratio III. Operating Ratio IV. Net Profit Ratio V. Net operating profit Ratio VI. Stock turnover Ratio c) Combined ratios:- I. Return on Capital employed (including long term borrowings) II. Return on Proprietor's Funds ( Shareholders funds and preference share capital) III. Return on Equity capital, dividend payout ratio IV. Debt service Ratio V. Debtors Turnover VI. Creditors turnover Different modes of expressing Ratios :- rate, ratio, percentage, number Limitations of the use of rations, interaction of ratios	
<b>III</b>	Preparation of Statement of Sources and Application of Case (Cash flow statement) with reference to Accounting Standard No. 3	<b>15</b>
<b>IV</b>	<b>Working Capital – concept</b> Estimation/ projection of requirements in case of trading and Manufacturing Organization. <b>Marginal costing</b> Concept, Contribution, Break even analysis, Application if Marginal costing in Managerial Decision making <b>Standard costing and Budgetary controls</b>	<b>15</b>

### Continuous Internal Assessment :

Mid semester test

Project Work-Assignment

Reference Books:

Sr. no.	Title	Author	Publisher
1.	Cost Management	Saxena and Vashitha	S. Chand and Sonsa
2.	Cost & Management Accounting	Ravi N. Kishore	Pulication Taxmonth
3.	Essentials of Management Accounting	P.N. Reddy	Himalaya
4.	Advanced Management	Robert S. Kailer	Prentice Hall

	Accounting		
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



**C.BMS.3.03**  
**Production and Materials Management**  
[15 lectures each unit]

***Learning Objectives:***

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

**UNIT - I**

**[15 lectures]**

Introduction to the concept of operations and Operation Management - Development of Production Function. Relation of Production with other Functions like design function, purchase function, plant layout, maintenance etc. - Production classification, product selection (steps in identifying the product for manufacturing), Product development (market pull, technology push, inter functional approach). - Brief description/importance of research development and design of a product.

**UNIT - II**

**[15 lectures]**

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 - Plant layout: difference between various types of layout (Product layout, process layout, Cellular layout, static layout etc) - Various types of material Handling systems: their guidelines/principles, distinguishing features, uses - Overview of various types of maintenance systems - Meaning/functions/ nature of production, planning and control

**UNIT - III**

**[15 lectures]**

Importance of materials management (corporate policy, organisation, research, planning, source selection) - Value Analysis and Value Engineering - Purchase Management, importance of purchasing, various R's of Purchasing, purchasing systems - Need for forecasting price/policy on seasonal commodities and capital equipments. - Simple problems on various types of forecasting including exponential smoothing - Inventory

management, its prime importance in our country today. - Inventory control techniques- ABC, FSN, GOLF, VED, SOS, HML - Make or Buy Decisions: Problems on inventory Management.

#### **UNIT - IV**

**[15 lectures]**

Warehousing and stored management- centralised and de-centralised stores. Brief introduction to various methods of stores accounting. - Need for stock verification - Management of scrap, waste, surplus, obsolete materials. - JIT, KANBAN, KAIZEN, Push vs. Pull concept, MRP - 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. - SQC – techniques, Control Charts, X- Bar chart, R- chart, P- chart, C- chart. Graphical representation. Direct problems on these topics.

**Continuous Internal Assessment :**  
**Mid semester test**  
**Project Work- Presentation**

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	Douth – Western

		Blackstone, Thomas R Hoffman	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



## **Consumer Behaviour C.BMS.3.04**

**[15 lectures each unit]**

### **LEARNING OBJECTIVES:**

- 1.To introduce students to the complexities of Consumer Behavior with specific reference to its dynamics in a globalised world.
2. To enrich the students with a better understanding of the Consumer Attitudes and Behaviour so that they become effective managers and strategists in the workplace.

### **UNIT I Introduction**

**[15 Lectures]**

Introduction to Consumer Behaviour and Consumer Research - Reviewing Segmentation strategies - Consumer motivation - Motivation as a psychological Force - The dynamics of Motivation - The measurement of motives - Ethics and consumer motivation - Personality and Consumer Behaviour - Theories of Personality - Personality and Understanding Consumer Diversity - Brand personality - Self and Self Image - Me and myself - Virtual personality of Self - Consumer perception - Elements and Dynamics of Perception - Consumer imagery - Perceived risks and Ethics in Consumer perception.

### **UNIT – II Learning & Attitudes**

**[15 Lectures]**

Consumer learning -Behavioral and Cognitive learning theories - Measures of Consumer learning - Consumer attitude formation and Change - Attitudes - Structural models of attitudes - Attitude formation - Behavior can precede or follow attitude formation - Strategies of attitude change - Communication and consumer behaviour - Components of communication - The communication process - Designing persuasive communications - Marketing communication and ethics - References groups and family influences - Understanding the power of reference groups - Celebrity and other references group appeals - The family is a concept of flux - Socialization of family members - Other functions of the family - Family decision making and consumption related roles and The family life cycle.

### **UNIT – III Social class & Culture**

**[15 Lectures]**

Social class and consumer behaviour - Social class - The measurement of social class - Lifestyle profiles of the social classes - Social- class mobility - Geodemographic clustering - The affluent consumer - Middle class consumer - The influence of culture on consumer behaviour - Culture - The invisible hand of culture - Culture is dynamic - The measurement of culture - Indian core values - Subcultures and consumer behaviour - Nationality subculture - Religious subculture - Geographic and regional subculture - Racial subculture - Age subculture - Sex as a subculture - Subculture interaction.

### **UNIT – IV Cross culture: A globalised perspective / Decision Making**

**[15 Lectures]**

Cross culture consumer behavior: an international perspective - The imperative to be multinational - Cross cultural Consumer analysis - Alternative multinational strategies: Global V/s local - Cross cultural Psychographic segmentation - Consumer Influences and diffusion of Innovations - Opinion leadership - Dynamics of the opinion leadership process - The motivation behind opinion leadership - Measurement of opinion leadership - A profile of the opinion leadership - Diffusion of Innovations - Diffusion process - Adoption process - Profile of the Consumer innovator - Consumer decision making and beyond - Decision - Levels of Consumer decision making - Models of Consumer: 4 views of Consumer decision making - Model of consumer making decision - Relationship marketing.

### LIST OF RECOMMENDED REFERENCE BOOKS:

Sr. no.	Title	Author	Publisher
1.	Consumer Behaviour **	Leon G Schiffman, Leslie Lazar and Kanok	10 th Edition, Prentice Hall
2.	Understanding Consumer Decision Making: The Means-End Approach to Marketing and Advertising Strategy**	By Thomas J. Reynolds, Jerry C. Olson	Psychology Press
3.	Advertising and the mind of the consumer**	Max Sutherland and Alice K Sylvester.	Kroger Books
4.	Consumer Behaviour and Marketing Action	Henry Assael	South Western Publication
5.	Consumer Behaviour in Asia**	Hellmut Schutte and Deanne Ciarlante	NYU Press
6.	Consumer Behaviour	Jim Blythe	Sage Publication 2 <sup>nd</sup> Edition
7.	Consumer Behaviour	Isabelle Szmigin and Maria Piacentini	Oxford University Press

\*\* Recommended books

## ASSESSMENT:

CIA 1: 20 Marks: Written test

CIA 2: 20 Marks: Industry based assignment and study, evaluation by way of group presentation/  
individual viva/ Group viva

Evaluation Grid

UNIT	KNOWLEDGE	UNDERSTANDING	APPLICATION	TOTAL
I	8	3	4	15
II	6	4	5	15
III	6	4	5	15
IV	5	4	6	15
TOTAL	25	15	20	60

ESE PATTERN:

For 60 marks : 4 Units- 4 Questions of 15 marks each [per unit]

For 100 marks : 4 Units- 5 Questions of 20 marks each [Q1 of ALL units and Q2 to Q5 per unit]

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**C.BMS.3.05 Managerial Economics -II**  
**[15 lectures each unit]**

**Learning objectives:**

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

**UNIT – I Introduction to macro economics [15 LECTURES]**

Macroeconomic aggregates and concepts

Circular flow of income - National income and related concepts, calculation of National income, National income and social welfare, concept of Human Development Index. - Supply of money, demand for money, price level. - Inflation and Stagflation - Determination of income and Employment - Overview of classical and Keynesian analysis - Business cycles- features, causes and remedial measures - Equilibrium in the goods and money markets(IS-LM) .

**UNIT – II Policy Environment [15 LECTURES]**

Role of State in different economic systems - Theory of economic policy - Monetary policy-objectives and instruments - Fiscal Policy-objectives and instruments, impact on business, concept of inclusive growth. - Economic stabilization-Fiscal v/s Monetary Policy and Structural Policy - Trade policy- Protection v/s Free trade .

**UNIT – III International Trade [15 LECTURES]**

Overview of international trade - Distinction between domestic and international trade - Basis of trade-comparative cost difference, factor endowment and factor intensity. -

Balance of Payments- accounting structure, disequilibrium (types, causes and remedial measures), and trends in India's balance of payments. - Mechanism for international payments. - Flexible v/s managed exchange rate systems.

**UNIT – IV Globalization [15 LECTURES]**

Globalization-meaning and effects(gains and problems), role of IMF and World Bank, concept of global recession with contagion effects - World Trade Organization – agreements and implications for India, contentious issues, dispute settlement mechanism-1. - Foreign Capital-need for foreign capital, role of MNCs, - FDI v/s portfolio investment, causes of rising FDI in India.

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work-Presentation**

Reference Books:

Sr. No	Title	Author	Publisher
1.	Macroeconomics	Dorpbusch R, Fischer and Startz	Tata McGraw Hill
2.	Macro Economics	Richard T Froyen	Pearson Eucation
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	H L Ahuja	S. Chand Publications

	management		
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



**COURSE :C. BMS.3.06**  
**ELEMENTS OF TAXATION**

**[60 LECTURES]**

***Learning Objectives:***

- To impart in depth and extensive practical knowledge of the different elements of taxation with special reference to the new taxation structure under GST (Goods and Services Tax)

<b>Unit Number</b>	<b>Topics</b>	<b>No. of lectures</b>
<b>I</b>	<b>Direct Tax</b>	
	Basic concept like person , assessee, previous year, Assessment Year, Income,	
	Residential status, condition for determining residential status.	
	<b>Topics covered in 1 and 2 only for better understanding of next topics. It will not be asked in exam.</b>	
	Scope of total income	
	<b>Income from salary</b>	
	Calculation of income from salary, allowances	
	Exemption from income from salary.	
	<b>1.Provident fund</b>	
	<b>2. Gratuity</b>	
	<b>3. Pension</b>	
	<b>4. Leave travel salary.</b>	
	<b>5. Problem Solving</b>	<b>15</b>
<b>II</b>	<b>Income from House Property</b>	
	Calculation of income from House Property, Net Annual Value	
	Deduction from House Property U/s 24	
	<b>Problem solving</b>	
	<b>Income from Business and profession</b>	
	Reconciling business profit with income tax, Exp. Allowed , income allowed, Exp. disallowed , Income disallowed.	
	Calculating business profit from receipt and payment A/c	
	Problem Solving	
	<b>Income from Other sources</b>	
	List of Income considered as income from other source	

	Concept like relative, agricultural income, exemption from income from other source	
	Problem Solving	
		<b>15</b>
<b>III</b>	<b>Income from Capital Gain</b>	
	Explanation of concept of capital asset, short term long term , Indexation, Exemption from income from capital gain	
	Various cases u/s 49	
	Problem solving	
	Deduction U/S 80	
	Total Direct Tax	<b>15</b>
<b>IV</b>	<b>Goods and Services Tax Act</b>	
	Earlier indirect tax structure	
	Features of constitutional amendment	
	Decision making / GST council, constitution and decision making at GST	
	Taxability/ taxable event	
	Registration, composition scheme Input tax credit	
	Returns , due date , payment of tax	<b>15</b>

**Continuous Internal Assessment:**

**Mid semester test**

**Project Work-Assignment**

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 Manoramam	
4	Direct Tax ready reckoner	N V Mehta	KuberPublictaion



## **C.BMS.4.01 Research Methods in Business and MS-Excel**

[15 lectures each unit]

### ***Learning Objectives:***

- This program aims to educate the student about the importance of market research in business. 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. 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.

### **UNIT – I Fundamentals of Research-**

**[15 LECTURES]**

definition, Objectives and Significance , types of research- basic, applied, historical, descriptive, exploratory, experimental, ex-post-factor and case study approach

Approaches to research-

a) Quantitative approach

I. inferential

II. experimental

III. simulation

b) Qualitative Approach

I. ethnographic

II. phenomenological

III. field research

importance of research in management decisions:- various areas of research in business

a) marketing research

b) government policies

c) social relationship

d) Planning and operational problems of research in business

### **UNIT – II Research process:-**

**[15 LECTURES]**

Selecting the topic, defining the research problem, objectives of research, literature survey, sample design, data collection, execution of project, analysis of data and hypothesis testing, generalization and interpretation and preparation of research report.

Features of good research design

Research design: meaning, need, features of good research design, types of research design

a) for exploratory research

b) for descriptive research

c) for causal research studies

**UNIT - III Hypothesis :-****[15 LECTURES]**

Meaning, importance and types, Formulation of hypothesis and testing of hypothesis.

Chi- square test, correlation co-efficient, regression analysis

Sampling

Meaning, Sample and sampling, essentials of good sample, sample size, methods of sampling:-

a) Probability sampling, cluster sampling stratified sampling, multi stage sampling.

b)non- probability sampling:- purposive sampling, quota sampling, convenience sampling

**UNIT – IV Sources and Methods of data collection [15 LECTURES]**

Primary and secondary data

a) primary sources:-

I. Questionnaires

II. Interviews

III. Observation

IV. Interview Schedules

b) Secondary Sources

data Processing tabulation – data analysis and Interpretation

Report Writing – layout of research report

Ms - Excel –

Data entry (data view and variable view)

Working on – edit, view, data, transform

Analysis : statistics/graph

**Continuous Internal Assessment:**

**Mid semester test**

**Project Work-Assignment with viva**

Reference Books:

<b>Sr. No.</b>	<b>Title</b>	<b>Author</b>	<b>Publisher</b>
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

UNIT	KNOWLEDGE	UNDERSTANDING	APPLICATION	TOTAL
I	7	3	-	10
II	6	4	6	16
III	5	4	7	16
IV	7	4	7	18
<b>TOTAL</b>	<b>25</b>	<b>15</b>	<b>20</b>	<b>60</b>



**C.BMS.4.02 Financial Management**  
**[15 lectures each unit]**

***Learning Objective:***

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

Unit Number	Title	No. of lectures
<b>I</b>	<p>Introduction</p> <ul style="list-style-type: none"> <li>• Meaning and scope of financial management</li> <li>• Functions and objectives of financial management</li> <li>• Changing role of finance manager</li> </ul> <p>Working Capital Management</p> <ul style="list-style-type: none"> <li>• Definition-GWC and NWC(Explain Core Assets and Non Core Assets)</li> <li>• Components of Working Capital</li> <li>• Factors Determining Working Capital</li> </ul> <p>Receivables Management</p> <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> <p>-Traditional and numerical credit scoring</p> <ul style="list-style-type: none"> <li>• Monitoring and debtors- Techniques</li> </ul> <p>-DSO, Ageing Schedule, Collection Matrix</p> <p>Cash Management</p> <ul style="list-style-type: none"> <li>• Motives of holding cash</li> <li>• Strategies of cash management</li> <li>• Cash Budget: Meaning and objectives</li> <li>• Budgeting of receipts and payments- Trading, non trading and capital</li> <li>• Preparation of monthly budget and finding out closing cash balance (Excl. financial statements to be made from the working capital estimation)</li> </ul>	<b>15</b>
<b>II</b>	<p>Cost of Capital and capital Structures</p> <ul style="list-style-type: none"> <li>• Types of capital</li> <li>• Debt</li> </ul>	<b>15</b>

	<ul style="list-style-type: none"> <li>• Equity</li> <li>• Retained Earnings</li> <li>• Preference</li> <li>• Cost of capital for each type of capital</li> <li>• Weighted cost of capital</li> <li>• Marginal cost of capital</li> <li>• Marginal cost of capital (w.r.t Expansion)</li> <li>• Designing capital structure alternatives</li> </ul> <p>Types of leverages (Combined, Operating, Financial)</p>	
<b>III</b>	<p>Capital Budgeting</p> <ul style="list-style-type: none"> <li>• Introduction, types of capital, sources of capital</li> <li>• Evaluation of capital expenditure proposal from given cash flow, concept of present value</li> <li>• Techniques of appraisal of investment proposal</li> <li>• Payback period, Average rate of return</li> <li>• Net present value method</li> <li>• Profitability index method</li> </ul>	<b>15</b>
<b>IV</b>	<p>Business restructuring</p> <ul style="list-style-type: none"> <li>• Importance</li> <li>• Financial Implication</li> <li>• Valuation</li> </ul> <p>Types of business restructuring</p> <ul style="list-style-type: none"> <li>• Merger</li> <li>• Amalgamation</li> <li>• De-merger</li> <li>• Other restructurings (Elementary accounting problems-testing fundamental knowledge only)</li> </ul> <p>Long term and short term sources of finance</p> <ul style="list-style-type: none"> <li>• Traditional and modern instruments of finance including securitizations</li> </ul>	<b>15</b>

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work- Assignment**

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., 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



**C.MS.4.03 Productivity and Quality Management**  
**[15 lectures each unit]**

**Learning objectives:**

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

**UNIT - I      Concept of productivity and various ways/modes of calculating it**  
**[15 LECTURES]**

Ways to improve productivity - Partial Productivity and Total Productivity - Simple direct problems relating to productivity, partial productivity and total productivity - Product and Service Quality dimensions - Characteristics of quality - Quality Assurance - Quality Circles - Elements of Total Quality System - Philosophies regarding Quality, namely, Deming and his contribution to quality, Dealing's 14 point for management, Philip B. Crosby's philosophy relating to quality, Juran's philosophy regarding quality - Cost of Quality.

**UNIT - II      Suggestion Schemes** **[15 LECTURES]**

Various type of wage, incentive plans - Total productivity maintenance - Job evaluation and job rotation - Learning curves- description, limitations and use to management - Simple problems on learning curves - Lateral thinking - Split grain theory - Work Study (Method study, Time and Motion study) - Work measurement problems on these topics.

**UNIT - III      Concepts of customer service in relation to right quality, right quantity etc.**  
**[15 LECTURES]**

Total Quality Management- definition, basic concepts, eight building blocks, seven stages and pillars of TQM, Seven deadly disasters and TQM in services - Introduction to "lean" thinking - Juran's trilogy- Mura, Mari and Muda - Kepner Trego model problem solving - Brainstorming - Delphi and nominal group techniques - Ergonomics - Single Digit Minute Exchange of Dies (SIMED) - Benchmarking.

**UNIT - IV      Holistic Quality Management** **[15 LECTURES]**

Six Sigma- Features, Enablers, Goals, DMAIC/DMADV - Taguchi's Quality Engineering - Poka Yoke - National Productivity Council - JIDOKA - KANBAN - Ishikawa (Fishbone) diagram - ISO Standards regarding quality such as ISO 9000, QS 9000 and other emerging standards - Malcolm Bridge, National Quality Award, Deming Application Prize, TPIA Awards.

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work- Presentation**

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	David J Sumanth	St.Lucie Press

	approach to compete in quality, price and time		
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



**C.BMS.4.04 Co-operatives and Rural Markets**  
**[15 Lectures Each Unit]**

***Learning Objectives***

- 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.
- 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.

**UNIT – I** The concept of cooperation, historical background, principles, objectives, characteristics, types of cooperatives  
Formation of Co-operatives (Urban Co-operative banks, Credit Cooperative Societies, Housing Co-operative Societies, Labour Cooperative Societies, APMC)  
Role of Cooperatives- Social and Economic development, Role of Local Leadership, Competition from Non Cooperative Organisations.  
Role of NABARD- State Government, RBI (Urban Banks Dept.), Federations

**UNIT – II** Legislations influencing cooperatives, Intent and Scope of Maharashtra State Cooperative Societies Act 1960, MSCS Rules 1961, Consumers Protection Act 1986, Right to Information Act 2005  
Rights and Duties of Managing Committee Members, Registrar of Cooperatives, Auditors  
Challenges before cooperatives, strategy to face the challenges, future of cooperatives in India

**UNIT – III** Definition and Scope of rural markets, Rural versus urban markets, Rural marketing environment, Rural consumer profile, Consumer Behaviour, Rural Marketing Mix  
Rural Market Segmentation, Targeting and positioning, Marketing of consumer durables, rural sales force management

**UNIT – IV** Agricultural Produce Marketing, Importance, Problems, Lines of improvement, Regulated markets  
Quality Orientation, Standardization and grading  
Role of financial institutions in agricultural marketing, innovative marketing techniques and recent trends in rural markets  
Impact of globalization on Indian Markets, e-choupal, commodity markets (importance)

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work- Presentation**

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

UNIT	KNOWLEDGE	UNDERSTANDING	APPLICATION	TOTAL
I	7	3	-	10
II	6	4	4	14
III	7	4	7	18
IV	7	4	7	18
TOTAL	27	15	18	60



**C.BMS.4.05 Business Environment**  
**[15 lectures each unit]**

***Learning Objectives***

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

**UNIT – I** Constituents of Business Environment, Political ideology, economic policy, legal system, level of technology, competition, social and cultural factors

**UNIT – II** Evolution of Business Environment in India: Pre British Period, British Period, From Independence to Indira Gandhi Era, Rajiv Gandhi and Chandra Shekhar Period, Post 1990- Liberalisation and globalisation of Indian economy

**UNIT – III** International Business Environment – Globalisation - International treaties and impact on Indian Economy - Challenges for Indian Economy

**UNIT – IV** India's response to the Evolving Business Environment - Government policies since the year 2000 - Global Capital Flows, Banking and Capital Markets, Investment Opportunities for Indian Industry, Response of Indian Industrialists.

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work-Presentation**

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 Ramaswamy	V McMillian	New Delhi



**C.BMS.4.06 Banking, Insurance and Capital Markets**  
**[15 lectures each unit]**

***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.

UNIT – I Overview of Indian Banking Sector and Central Banking Concept - Structure of Indian banking Sector - Sources of funds for a Bank - Various deposit products - Types of bank financing – fund based and non fund based - Cash, credit, bank overdraft, term loan, demand loan, export /import financing, rural/farm lending etc - Bank guarantee - Introduction to NPAs and its management - Classification of NPAs and recovery strategy - Central Banking Concept - Functions and roles of RBI - Money creator - Credit regulator -Supervision of banking sector - Reforms in Indian Banking - Narsimha Committee I & II - Fundamentals of Investment Banking - Fund based and fee based services - Innovations in Banking, E- banking - Introduction to NBFC – role and classifications.

UNIT – II Insurance – Basic principles of insurance - Significance of insurance to business - Reasons for slow growth of Insurance business in India - Types of Insurance - Life, fire, marine, crop/agriculture insurance - Bancassurance - Policy servicing and claim settlement - Nomination and assignment - Surrender and paid up value of policy - Procedure to take life insurance policy - Claim settlement under life insurance policy.

UNIT – III Special Purpose Institutions – NABARD, SIDBI - Inclusive Banking - Trade Finance - BASEL - Global Banking.

UNIT – IV Capital Markets - Primary Markets - IPO and Book Building Process - Secondary Markets - Role of SEBI.- Intermediaries of Capital Markets - Approach to capital markets for wealth creation

**Continuous Internal Assessment :**  
**Mid semester test**  
**Project Work- Presentation**

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 Lekshmy Shekhar	19e, Vikas Publishing House
10	Central banking in developing countries	Anand Chandavarkar	

TEMPLATE

	Knowledge	Understanding	Application
Unit I	06	05	
Unit II	04	03	04
Unit III	06	06	07
Unit IV	06	06	07
	22	20	18



# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

SEMESTER V

COURSE:C.BMS.5.01

### Entrepreneurship and Management of Small and Medium Enterprises [15 LECTURES EACH UNIT]

#### *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.

#### **UNIT – I**

Concept, meaning and definition of entrepreneur and entrepreneurship.- Evolution of Entrepreneurship, Corporate entrepreneurship - Importance and significance of growth of entrepreneurial activity. - Concept of intrapreneur. - Characteristics and qualities of entrepreneurs - Classification and types of entrepreneurs. - Women entrepreneurs - Theories of entrepreneurship - Contribution of Mc Clelland and Joseph Schumpeter.

#### **UNIT – II**

Factors influencing entrepreneurial development and motivation. - Role of culture in entrepreneurial development. - Entrepreneurial development programme (EDP), Managing the problems faced by entrepreneurs - Development of women entrepreneurs-with reference to SHGs - Options available to entrepreneurs,- ancillarisation franchising and outsourcing. Cases on takeover, mergers and acquisitions in India and at global level. - Social Entrepreneurship- Definition, importance and social responsibilities- NGOs.

#### **UNIT – III**

Entrepreneurial Project Development - Idea generation – sources and methods - Identification and classification of ideas.- Environmental Scanning and SWOT analysis - Preparation of project plan –Points to be considered - Components of an ideal business plan – market plan, financial plan, operational plan, and HR plan. - Project formulation –project report significance and contents - Project appraisal – Aspects and methods : - Economic oriented appraisal - Financial appraisal - Market oriented appraisal - Technological feasibility - Managerial competency.

#### **UNIT – IV**

Small and Medium Enterprises:

Meaning and definition (evolution) - Role and importance - Policies governing SMEs - Organizational structure - Steps in setting up a small unit - SME funding. Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital, - Working capital management, Sources of finance for SME's, Taxation Benefits - SIDBI and SISI– Their role in the development of SMEs - Marketing mechanism in SMEs. - Export

potential of SMEs - Problems of SMEs and prospects – Turn around strategies for SMEs.

**Continuous Internal Assessment :**

Mid semester test

Project Work-Presentation

***References 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 Millenium – Kutatko Hodgetts.
8. Collins ipand Lazier W, “Beyond entrepreneurship”, Prentice Hall , New Jersey, 1992  
Hisrich Peters Shephard, “Entrepreneurship”, Tata McGraw Hill

# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

**SEMESTER V**

**COURSE:C.BMS.5.02**

### **Service Sector Management [15 lectures each unit]**

#### ***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.

#### **I Introduction to Services Marketing**

Role of services in modern economy - Distinctive characteristics of services - Marketing Challenges of services - Services marketing environment - Goods Vs Services marketing - Goods-service continuum - Consumer behaviour - Services marketing triangle.

#### **II Key Elements of Services Marketing**

Product - Product Communication Mix - Distribution -People -Physical Evidence - Process - Positioning - Market Segmentation - Balancing of Demand and Capacity - Branding of Services - Problems and solutions.

#### **III Service Quality**

Improving service quality and productivity - Service quality - Gap Model - Measuring & improving service quality - Defining productivity-improving productivity - Service recovery - Complaint handling.

#### **IV Service Management**

Meaning - Vision -mission strategy - Service leadership - Service Mapping - Flowcharting - Benchmarking - Internal Marketing - Productivity - Current Status and Future Prospects .

#### **Continuous Internal Assessment :**

Mid semester test

Project Work-Presentation

#### **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.



# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

**SEMESTER V**

**COURSE:C.BMS.5.03**

### **Elements of Logistics and Supply Chain Management [15 lectures each unit]**

#### ***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

#### **UNIT – I Background**

- Logistics and Logistical Management: Military origin/ basic concept / definitions/ scope/ importance in current competitive environment
- Evolution of Logistics & Supply Chain Management
- 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

#### **Supply Chain Management**

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.

#### **Organization structure**

- Basic concept/definitions/scope/objectives and importance
- Barriers In Forming Effective Organization, improving effectiveness
- Stages in evolution of logistical organization, with emphasis on modern flat organization

#### **Customer Service**

- Definition / Scope / Objectives/Importance
- Elements of Customer Service. Seven Rights
- Customer Service Audit. Customer Service Strategy

#### **Demand Forecasting**

- Definition/ Purpose of Forecasting/ Nature of Demands/ Forecasting
- Components/ Approaches to forecasting/ Qualitative & Quantitative
- Forecasting Techniques & their applicability, Time series analysis with numerical examples,

#### **Order Processing:**

- Integrated System / Customer Order Cycle / Electronic Data Interchange & its Advantages

#### **UNIT – II Transportation:**

- Definition/Principles/Role/Functions/Importance

- Different Modes of Transportation Road, rail, water, air, pipelines ropeways
- Advantages & Disadvantages of individual modes/Inter-Modal Transportation/ Factors to be considered for Mode & Carrier Selection / Modal characteristics & Classification
- Total Transportation Cost / Factors influencing Transport Cost / Transport Infrastructure

#### Warehousing

- Definition/Principles/Role/Functions/Importance
- Warehouses/Distribution Centers / Warehousing / Need For Warehousing/Economic/Service benefits
- Types Of Warehouses - Their Advantages & Disadvantages/ Warehousing Location/ Area Of Warehouse/ Number of warehouses/ Warehousing Operations/ Factors Affecting Warehousing Cost/ Warehouse Layout/design principles.

#### Materials Handling System

- Definition/Principles/ Role/ Functions/ Importance
- Activities Covered / Functions Performed During Materials Handling / Material Handling Equipment with selection criteria / Material handling methods/ M. H. System Design - Objectives & Principles.

#### Packaging

- Definition/Principles/ Role/ Functions/ Importance
- Unitizing (Concept of unit-load) & palletizing/ kitting
- Logistical Functions of packaging/ Objectives & Benefits of Packaging/ Consumer S Logistical Packaging/ Factors Influencing Good Package Design

#### UNIT – III Inventory Management

- Inventory: Definition/Principles/ Rote/ Functions/ Importance/ Purpose of Inventory Holding / Types of Inventories/ Inventory and profitability/ Impact of Inventory on total logistical cost
- Inventory Management: Objectives/ Importance/ Symptoms of Poor Inventory Management/ Improving effectiveness of Inventory Management/ Inventory turnover/ Service Levels

Economic Order Quantity/ Economic Batch Quantity/ Assumptions & Its Limitations/ Re Order level/ Safety Stock with numerical examples.

Inventory Control: Inventory ranking methods and Quadrant Technique

Selective techniques of Inventory Control: Inventory control methods: (Pull/push models)Traditional methods: 'Q' MODEL & 'P' MODEL, two bin system, fair-share allocation model, MRP I / MRP II

Modern methods: kanban as a tool of JIT, Vendor managed inventory (JIT II, response based techniques-QR, CR, and AR).  
DRP, ERP

#### Inventory Valuation

#### Information System

- Definition/Principles/Rote/Functions/Importance
- 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

#### UNIT – IV Performance Measurement

- Definition/Principles/Rote/Functions/Importance/Objectives
- Activity based/process based/ Internal/External Performance Measurement

- Classification of performance measures
- Performance Auditing / Perfect Order/ Service Levels
- Characteristics of ideal performance evaluation system

**(ii) Logistics Costing:** Principles of Logistics Costing/ Activity Based Costing / Mission Based Costing/ Total Cost Analysis/ Steps to Be Adopted For Total Cost Approach

**(iii) Logistical Network analysis:** Concepts/ definitions/ scope/ objectives/ importance Network options/ number of facilities/ Milk-runs/ RORO/ LASH.

**(iv) Modern Logistics Infrastructure**

- Containerization/ mechanized material handling equipment/ Deep water ports/ ICDs & CFS network/ maritime logistics/ cold chain logistics
- Dedicated Freight Corridors/ Golden Quadrilateral and network of highways
- Specialized equipment/ double stack containers/ unit trains
- Logistics Parks
- Container Corporation of India
- Private Logistics Companies.

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work- Presentation**

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, Caashik Sircar, 'Logistics and Supply Chain Management - Text and Cases' - Jaico Publishing House, Mumbai, 3rd Edn 2009.



**SYLLABUS UNDER AUTONOMY**  
**BACHELOR OF MANAGEMENT STUDIES**

**SEMESTER V**

**COURSE:C.BMS.5.04**

**Indian Management Thoughts and Practices**  
**[15 lectures each unit]**

***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.

**UNIT – I      Indian Ethos**

Multiplicity and variety – yet has commonness - Focus on the ultimate Principle or Intelligence to whom (or which) - man seeks recourse.

**UNIT – II      Personality:**

Personality development through yoga – the three paths/marga – bhakti, karma and Jnana

The three gunas – sattva, rajas, tamas.- Individual – a being with infinite capabilities and potentials – is a result of your own actions - Koshas: the concept of man - Meditation – the technique for development of self - Leadership: qualities of leaders with special reference to Indian thoughts. - Motivation – Indian approach vis-à-vis American and Japanese approaches.

**UNIT – III      Society and Social Groups:**

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. - Significance of festivals – harmony with nature. Indian concept of learning – gurukul system of learning.

**UNIT – IV      Spirituality:**

The core teachings of all founders of religions. - Spirituality vis-à-vis religion - Concept of Maya (Illusion) – Advaita Vedanta - Meaning, scope and implications at work - Concept of Dharma: varna ashram dharma, svadharma - Concept of karma – meaning and importance to managers, corporate karma. - Concept of Vasudhaiva Kutumbakam.

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work-Assignment**

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

# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

**SEMESTER V**

**COURSE:C.BMS.5.05**

### **International Finance [15 lectures each unit]**

#### *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.

#### **UNIT – I Fundamentals of International Finance**

Meaning and Scope of International Finance - Balance of payments as determinant of demand for and supply of currency - Exchange rate, Determinants of/factors affecting exchange rates - Current account deficit v/s Balance of trade and their implications on exchange rate - Foreign Exchange Arithmetic I - Exchange rate quotations, Direct and Indirect rates, cross currency rates, vehicle currency. - % spread, calculation of cross rates - Classification of rates in terms of settlement (cash, tom, spot and forward) - Arbitrage, Speculation and Trading (Spot rate arbitrage calculation).

#### **UNIT – II Foreign Exchange Arithmetic II**

Relationship between exchange rates, interest rates, and commodity prices (through international parity conditions namely Purchasing Power Parity, and Fisher Parity) - Use of Covered Interest Parity theory in arbitrage, borrowing and investment decisions. - 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) - Exchange Rate Regimes - Gold Standard – Features. - Bretton Woods System – Background and Features, reasons for its failure, Smithsonian agreement, SDRs. - Flexible exchange rate system – Features, Managed float, Central Bank intervention. - Merits and Demerits of Fixed and Flexible Exchange rate systems.

**UNIT – III International Foreign Exchange Markets** - Characteristics - Dealing room operations - Euro Currency Market - Origin and reasons for the growth of Euro currency (off shore) markets, their characteristics and components. - A brief understanding of the Euro-currency deposit, loans, bonds and notes market. - Concept of off shore banking as a form of globalization of the Euro currency concept, its introduction in India, tax havens - International Equity Markets - Concept of Depository Receipt, - Global Depository Receipt- characteristics, mechanism of issue, participants involved - American Depository Receipt – types and characteristics - Foreign Currency Convertible Bonds and Foreign Currency Exchangeable Bonds - Foreign Direct Investment and Foreign Portfolio Investment - Participatory notes.

**UNIT – IV Foreign Exchange Management in India** - Retail and Wholesale components of the Indian foreign exchange market - Capital account Convertibility - Reserve Management - Role of FEDAI in the Indian foreign exchange market. - Risk Management And Derivatives: - Risk versus exposure - Transaction, Translation and Economic risks faced by Corporate entities - Transaction, Position, Pre-settlement, Settlement risks faced by commercial banks - Internal and external hedging - Foreign currency derivatives as instruments of risk management i.e. Forward contracts, Swaps, - Futures and Options. - Overview of Non-deliverable forward Market (NDF market) - International

Institutions - Contribution of Bank for International Settlements in risk management system - European Central Bank.

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work-Presentation**

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)



# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

**SEMESTER V**

**COURSE:C.BMS.5.06**

### **Financial Resource Raising (Elective I) [15 lectures each unit]**

#### *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.

#### **UNIT – I Capital Markets**

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

Equity/ Ordinary Shares

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 - IPO, ESOP, Bonus share, Right Issue, Sweat equity.

Term Loans, Debentures/ Bonds and Preference shares

Characteristics of term-loans, positive and negative covenants in a loan agreement, loan amortisation and the procedure associated with a term-loan - 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

#### **UNIT – II Leasing and Hire-Purchase**

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

Review and illustrate financial evaluation of leasing both from lessee’s perspective and lessor’s perspective

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

#### **UNIT – III Venture Capital Financing**

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

Review of Indian venture capital scenario in terms of the SEBI regulations

## UNIT – IV Dividend and Valuation

Describe the Modigliani-Miller (MM) approach to the irrelevance of dividends and evaluate its validity

Explain and illustrate the two models—Walter’s and Gordon’s—according to which dividends are relevant and affect the value of the firm

### Determinants of Dividend Policy

Describe the general factors that affect dividend policy

Review and evaluate the three basic types of dividend policies—constant dividend per share, constant payout ratio and stable dividend plus extra dividend

Contrast the basic features of bonus shares and share splits

Understand the legal, procedural and tax aspects of dividend policy

Units	Title	No. of Lectures
I	<p><b><u>Capital Markets</u></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</p> <p><b><u>Equity/ Ordinary Shares</u></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 - IPO, ESOP, Bonus share, Right Issue, Sweat equity.</p> <p><b><u>Term Loans, Debentures/ Bonds and Preference shares</u></b> Characteristics of term-loans, positive and negative covenants in a loan agreement, loan amortisation and the procedure associated with a term-loan - 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</p>	15
II	<p><b><u>Leasing and Hire-Purchase</u></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 Review and illustrate financial evaluation of leasing both from lessee’s perspective and lessor’s perspective 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</p>	16
III	<p><b><u>Venture Capital Financing</u></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 Review of Indian venture capital scenario in terms of the SEBI regulations</p>	14
IV	<p><b><u>Dividend and Valuation</u></b> Describe the Modigliani-Miller (MM) approach to the irrelevance of dividends</p>	15

	<p>and evaluate its validity          Explain and illustrate the two models—Walter’s and Gordon’s—according to which dividends are relevant and affect the value of the firm</p> <p><b><u>Determinants of Dividend Policy</u></b>          Describe the general factors that affect dividend policy          Review and evaluate the three basic types of dividend policies—constant dividend per share, constant payout ratio and stable dividend plus extra dividend          Contrast the basic features of bonus shares and share splits          Understand the legal, procedural and tax aspects of dividend policy</p>	
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**Continuous Internal Assessment :**  
**Mid semester test**  
**Project Work-Assignment**

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



**SYLLABUS UNDER AUTONOMY**  
**BACHELOR OF MANAGEMENT STUDIES**

**SEMESTER V**

**COURSE: C.BMS.5.07**

**International Business (Elective II)**  
**[15 lectures each unit]**

***Learning Objectives:***

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

**UNIT – I      Overview: International Business-** Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness- Financial Perspectives- 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. Globalization- 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.

**UNIT – II      Socio cultural Environment-** 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. Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, Motivating employees in the global context and managing groups across cultures, Multicultural management.

**UNIT – III      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.

**UNIT – IV      Selection of overseas distribution channels,** types of foreign intermediaries. Constraints in entering global territories.- Export – Import documents, Import and Export procedures.- INCOTERMS and breakeven pricing. Government initiatives for Export Promotion.

**Continuous Internal Assessment:**

**Mid semester test**

**Project Work-Presentation**

**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.

# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE:C.BMS.6.01

### **Strategic Management** [15 lectures each unit]

#### *Learning Objectives:*

- 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.
- 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.
- 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.
- To Recognize competitive forces in the marketplace, and develop appropriate reactions based on existing constraints and resources.

**UNIT – I Concepts of strategy and Strategic management process-** Terminology-Strategic Thinking, Strategic planning, Strategy, Management of Strategy. Strategic- Intent, Assessment, Options and their interaction. Profit and Purpose. The Strategic Planning Process- Traditional, Environmental Scanning and Strategic planning Model. - Strategy and Structure – Building capable organization- Structural considerations, Organizational Structures- Simple, Functional, Divisional, Matrix, SBU, Hybrid- Features, advantages and disadvantages of each. Linking structure to strategy, developmental stage and structure, considerations for choice of structure. – Structure- Strategy sequence, Structuralist and Reconstructionist approach. The Three Strategy Propositions- Value, Profit & People, Blue Ocean Strategy and Alignment.

**UNIT – II Managing strategic change –** growth and development- Incremental and Transformational change, Organizational culture for change, Growth cycle and Change Management. Issues in Management of Change- Reasons, Dynamics, Levels, Types, Process. Resistance to change and ways to overcome. Driving forces v/s Restraining Forces of Change. Strategies for management of change. Role of Power and Influence in Management of Change- Internal and external sources of power. -

Strategic choices –sustaining competitive advantage –price based advantage, differentiation based advantage. Sustainable Competitive advantage through collaboration, Technology, RBT, Learning, Logistics, IT CSR and others. Strategic choices at corporate and business levels, difference between the two. Behavioral considerations affecting strategic choice. Games Theory- Introduction to strategic games, Terminology and classification of games, prisoners' dilemma, Nash equilibrium, Best response analysis.

**UNIT – III Mergers and acquisitions:** The popularity of Merger and Acquisition Strategies. Difference between Merger, Acquisition and Takeover, Reasons for Acquisition. Problems in having a successful acquisition. Attributes of successful acquisition. - Scenario mapping –managing new ventures: Strategic Mapping, Scenario Planning. Issues in Managing a New Venture for Success.

**UNIT – IV Corporate Purpose,** culture and strategic Fit -financial (McKinsey 7S model): Purpose and Profit. Aspects, determinants and implications of culture. Cultural web and its Audit. Culture and its relationship to strategy creation, structure, style of management, and Power. An international dimension of culture. McKinsey's 7S Framework to create excellence. - Role of strategic leader in Implementation: Contribution by a strategic leader, Role of strategic leader, Issues in strategic leadership.

**Continuous Internal Assessment:**

**Mid semester test**

**Project Work-Assignment with viva**

Reference Books:

1. Fred David“Strategic Management: Concepts and Cases”, 10<sup>th</sup> 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.



**SYLLABUS UNDER AUTONOMY**  
**BACHELOR OF MANAGEMENT STUDIES**

**SEMESTER VI**

**COURSE:C.BMS.6.02**

**Risk Management**  
**[15 lectures each unit]**

***Learning Objective:***

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

**UNIT – I Introduction to Risk**

Definition of risk, types of risk , measurement of risk, management of risk,

**UNIT – II Corporate Risk Management**

Derivatives and other contracts to manage risk - Options to Hedge and exploit Risk - Creating integrated Risk management strategy - Conquering Risk.

**UNIT – III Risk in Banking and Insurance.**

Credit Risk, Electronic Banking Risk, Risk in management policy, liquidity risk - Risk base supervision of Banks - Insurance as risk management technique - Types of insurance to manage risk.

**UNIT – IV Risk management in Human resources and Marketing**

The HR Contribution to understand how managing people risks will benefit their organization. - 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. - Variation Risk Management: Focusing Quality Improvements in Product Development and Production

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work- presentation**

**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.



# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

**SEMESTER VI**

**COURSE:C.BMS.6.03**

### **Operations Research [15 lectures each unit]**

#### ***Learning objectives:***

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

#### **I Introduction to OR and Linear Programming**

Operations Research – Introduction, Models, Areas of Application.

Linear Programming (L.P): Mathematical Formulation of L.P. problem. Graphical Method. Simplex Method – Concept of slack, surplus & artificial variables. Manual solutions of L.P.P. upto 3 iterations. Minimization & Maximization Problems. - Special Cases – (i) Alternative optima (ii) Unbounded solutions & (iii) Infeasible solutions to be shown graphically & also by simplex method.

#### **II Transportation & Assignment Models**

Definition of the transportation model. Balanced / Unbalanced, Minimisation / Maximisation.

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.

Optimality Test & obtaining of optimal solution. (Considering per unit transportation cost) -

Assignment Problem – Hungarian method.

Statement of Transportation & Assignment Problems as L.P. Problems.

#### **III Network Analysis**

Construction of Network – Rules & precautions.

C.P.M. & P.E.R.T. Networks. Obtaining of Critical Path. Time estimates for activities. Probability of completion of project. Determination of floats (total, free, independent & interfering) Crashing of Simple networks.

#### **IV Decision Theory and Decision Tree**

• Decision Environments – risk & uncertainty. Payoff table, Regret table.

• Decision making under uncertainty Maximin & maximax criteria - Minimax Regret criterion - Laplace criterion - Hurwicz criterion. Expected Monetary Value criterion. Expected Value of Perfect Information (E.V.P.I) - Expected Opportunity Loss (E.O.L). Decision Tree (Simple examples)

#### **Continuous Internal Assessment :**

**Mid semester test**

**Project Work- Assignment**

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

# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

**SEMESTER VI**

**COURSE:C.BMS.6.04**

### **Business Ethics and Corporate Social Responsibility [15 lectures each unit]**

#### *Learning Objectives*

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

#### **UNIT – I Introduction to Business Ethics**

Normative ethics, Prescriptive ethics and Applied ethics - Ethics, Morality and Legality - Concept of Right and Duty: Business - Western and Indian Perspectives, Definition and Scope Relevance in social changes - Ethical organism and corporate code of conduct - Business Ethics - Conceptual Background - Conceptual Approaches to Business Ethics - Egoism vs Altruism - Entrepreneur and Manager - Rote and Responsibilities - Responsibilities towards stakeholders: an overview - Profit - making; An Objective with an ethical dimension.

#### **UNIT – II Indian Perspective of Ethics -**

Purusharthas: Dharma, Artha, Kama, Moksha - Concept of Dharma - Ethics: A Global Perspective: - Ethics in Global Marketing & Advertising - Ethical perspective in Employment including in the international labour Organization Std - Ethics and IT: E-commerce, Privacy Codes. - Environmental Ethics: Indian and Western perspectives - Ethics and Cross- culture influences - Ethical issues and functional aspects of business.

#### **UNIT – III Corporate Governance**

Corporate Governance: Meaning scope & Reporting - The Agency Theory Principal - Agent Relationship - Role of CEO, Board and Senior Executives - Right of Investors and Shareholders - Financial Regulations and their scope in CG - Corporate governance from Cadbury committee to Narayan Murthy committee.

#### **UNIT – IV Concept of CSR**

Meaning and Scope of CSR -  
Relevance and Significance of CSR in contemporary society -  
Value approach to CSR - CSR: within the Organization -  
Labour relation - Work Atmosphere: healthy and productive - Exploitation, atrocities and harassment - Safety standards and environmental concerns - Perquisites and incentives -  
CSR and Society: - Role and responsibility of Local Community in Business. - Interventions of Business to fulfill social responsibilities - Role of NGOs and International Agencies in CSR Integrating CSR into Business : - CSR Measures and Indicators: Measuring CSR to improve shareholders value and societal value - CSR and Sustainable Development - CSR and Triple Bottom Line in business: an international endeavour.

**Continuous Internal Assessment :**

**Mid semester test**  
**Project Work- Presentation**

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 McGraw- Ha Publishing Company Limited
- 10) Buried Treasure - Discovering and Implementing the Value of Corporate Social Responsibility - Caleb Wall – Green tea Publishing – 2008.
- 11) Jayashree Sadri, Sorab Sadri and Dhun Dastoor, "The Theory and Practice of Managerial Ethics". 2nd Edn, 2006, Jaico Publishing House, Mumbai.
- 12) Joseph Des Jardins, 'An Introduction to Business Ethics', Tata Me Graw Hill, 2nd Edition, 2009.

# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE:C.BMS.6.05

### E-Commerce [15 lectures each unit]

#### *Learning Objectives*

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

#### **UNIT – I Introduction to E-Commerce:**

Introduction to role of IT in business and different applications.- Role of IT in Communication and business applications.- Different application of IT in global business scenario.- Introduction to IT Act and its role to encourage- E-business. - Growing E-learning and E-Governance.- Evolution and Types of E-Commerce:  
Evolution of E-commerce. Global and Indian scenario.- History of e-commerce, Generic Model of E-Commerce.- Definition,classification–B2B,B2C, C2C,G2C, B2Gsites,- Factors of growth and key performance indicators of E-Commerce.

#### **UNIT – II E-Commerce Models**

E-commerce Models–Store-front Model, Brick and Mortar Model,- Build to Order Merchant Model, Service Provider Model, Subscription based Model,- Broker Model, Advertiser Model, Virtual Mall Model and Infomediary Model.

#### **UNIT – III Sub-Systems of E-Commerce**

E-commerce Trade Cycle and Trading Process - E-market and Internet Commerce - EDI and working mechanism of EDI - Identify factors that are important for an E-Commerce - Difference between Conventional Commerce and Electronic Commerce.

#### **UNIT – IV Payment, Security and Privacy Issues in Online Business**

Issues relating to privacy and security in online trading -Electronic payment systems-credit cards, debit cards, smart cards ,e-credit accounts, e-money. - Security concerns in e-commerce, authenticity, privacy, integrity, non-repudiation, encryption. -Cryptography techniques and restrictions placed - Securing networks using firewalls and other machines. - Marketing Trends in E-Business - Growth of Online Retailing and E-marketing concepts.

**Continuous Internal Assessment :**

**Mid semester test**

**Project Work-Presentation**

Reference Books:

- 1) E-business & E-Commerce Management 3<sup>rd</sup> 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, 3<sup>rd</sup> 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.



# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

**SEMESTER VI**

**COURSE:C.BMS.6.06**

### **Investment Analysis and Portfolio Management (Elective I) [15 lectures each unit]**

#### ***Learning Objective:***

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

#### **UNIT – I Introduction**

Meaning of Investment – Investment alternatives, Investment Avenues

Meaning of Portfolio – What is Portfolio Management – Objectives,

Principles of Portfolio construction.- Investment Alternatives

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)

Calculation of “Net Assets Value” (only Basic problem)

Evaluation of portfolio performances - Securities Market

Primary Equity Market, IPO, Book Building Process, Red herring

Prospectus.- Secondary Market – Stock Markets, Trading & Settlement -Debt Market - Role of SEBI

#### **UNIT – II Time Value of Money**

Present Value - Future Value - Present Value of Annuity - Future Value of annuity (compounding & discounting factors concepts and simple problems based on it)

#### **UNIT – III Risk & Return**

Meaning and Types of Returns - Holding Period return— Expected return –Annualized return – measurement of return Risk – Types of Risk – Measurement of Risk - Fundamental and technical analysis

#### **UNIT – IV Equity & Debenture Valuation**

Equity: Balance Sheet Valuation – Dividend Discount Model – zero

growth – constant growth – multiple growth model – price earnings ratio

model - Debentures: Debt Instruments – Bond valuation & Pricing – Yield to maturity (YTM),

Interest Rate Risk – Determinants of Interest Rate Risk.

#### **Continuous Internal Assessment :**

**Mid semester test**

**Project Work-Assignment**

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



# SYLLABUS UNDER AUTONOMY

## BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: C.BMS.6.07

### Retail and Sales Management (Elective II) [15 lectures each unit]

#### *Learning Objectives:*

- To educate the students of the core principles of retail strategy and Merchandise Planning.
- 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.

#### **UNIT – I Introduction**

Meaning & Definition on retailing - Retailer's role in a distributional channel - functions performed by retailers- prospects of retailing in India-

Retailer's characteristics

price-cost trade off, - types of merchandise, variety & assortment, customer services, - cost of offering breadth & depth of merchandise and services - Types of retailers - food retailers, general merchandise retailers, - non store retail formats, services retailing, - types of ownership

Multi- Channel Retailing meaning, the evolution toward multi channel retailing-

Franchising - Types, advantages, challenges, franchising in India.

#### **UNIT – II Retailing strategy**

Meaning

Retail Market Strategy

Target market & retail format

Building a sustainable competitive advantage, customer loyalty, location,

Human resource management, distribution and information systems,

Unique merchandise, vendor relations

Multiple sources of advantages

Strategic retail planning process

Role of Information Technology in retailing

Merchandise Management

Meaning, organizing the buying process by categories

Setting objectives for the merchandise plan

Sales forecasting, the assortment planning process

Buying merchandise

Branding options available to retailers

Private labeling, international sourcing decisions

Pricing strategy

Price Adjustments

Meaning of terms like markdowns, coupons, rebates, price bundling,

Multiple unit pricing, variable pricing

### **UNIT – III Store Management**

Responsibilities of store managers

Store planning, location planning

Store design & the retail image mix, the space mix

Effective retail space management, store layout, floor space management and visual merchandising and displays

### **UNIT – IV Sales Management**

Meaning and importance of sales planning and management - Sales Targets and implementation of sales plan - Sales Training - Sales Auditing - Sales Budget - Sales Organization -Quality of a good sales person - Compensation of the Sales person.

### **Continuous Internal Assessment:**

**Mid semester test**

**Project Work- Presentation**

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.