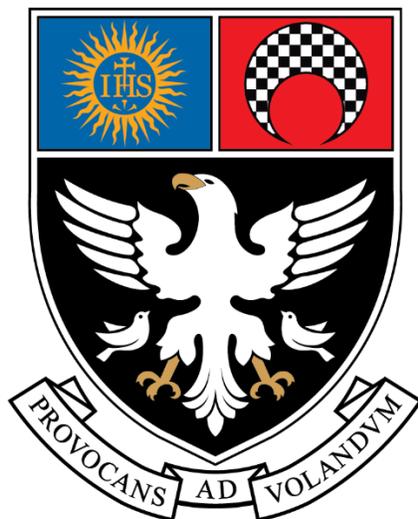


St. Xavier's College (Autonomous),
Mumbai



Syllabus of the courses offered by the
Department of Management Studies
(2018-19)



*ST. XAVIER'S COLLEGE (AUTONOMOUS),
MUMBAI*

Department of Management Studies
BMS
Semester 1

Syllabus

June 2018-2019

COURSE:CMS0101

PRINCIPLES OF MANAGEMENT

[60 LECTURES]

LEARNING OBJECTIVES:

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

Unit Number	Topics	No. Of Lectures
I	Management-concept, nature, process and Significance. An overview of functional areas of management, managerial roles (Mintzberg) Evolution of Management Theory – Work of Fredrick. Taylor, Fayol’s contribution, Behavioural Science approach, Contingency approach.	15
II	Management Functions – Planning, Organizing, Staffing, Directing and controlling. Planning: meaning-importance-elements- process - limitations Decision Making- concept, importance and steps in decision making Preparation of Business Plan	15
III	Organising - Concept, nature and significance; Authority and responsibility relationships, centralization and decentralization, departmentation, organization structure- forms. Staffing - importance, sources of recruitment, selection process	15
IV	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

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: CMS0102

INTRODUCTION TO FINANCIAL ACCOUNTS
[60 LECTURES]

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 Number	Topics	No. Of Lectures
I	<p>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.</p> <p>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</p> <p>C. Accounting Standards</p> <p>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</p> <p>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</p> <p>AS 9: Revenue recognition: Meaning and scope - Transactions excluded - Sale of goods - Rendering of services - Effect of uncertainties – Disclosure</p>	15

	<p>- Simple illustrations</p> <p>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</p>	
II	<p>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</p> <p>B. Depreciation Accounting: Practical problem based on accounting treatment by provision for depreciation using SLM and RBM methods</p>	15
III	<p>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</p>	15
IV	<p>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</p>	15

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

COURSE: CMS0103

BUSINESS LAW

[60 lectures]

LEARNING OBJECTIVES:

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

Unit Number	Topics	No. Of Lectures
I	<p>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</p> <p>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</p> <p>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</p>	15
II	<p>Negotiable Instrument Act, 1881 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.</p>	15
III	Companies Act, 1956 (Section 1-100)	15

	What is company? - Incorporation of Company- Memorandum of Association & Articles of association – Prospectus - Meetings - Board of Directors	
IV	Consumer Protection Act, 1986 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	15

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 SGulshan Excel Books, Delhi
- 5 Business Law P.K. GoelBiztantra
- 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: CMS0104

BUSINESS MATHEMATICS

[60 lectures]

LEARNING OBJECTIVES:

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

Unit Number	Topics	No. Of Lectures
I	Elementary Financial Mathematics 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.)	15
II	Matrices and Determinants 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 (up to 2 variables) and their Graphs.	15
III	Derivatives and their Applications 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	15

	revenue, elasticity of demand, maxima and minima for functions in Economics and Business	
IV	<p>Functions of two variables and Integration</p> <p>Functions of two variables with examples from Economics and Commerce such as Cobb- Douglas and other production functions, demand functions involving two commodities.</p> <p>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.</p> <p>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.</p> <p>Integration as the reverse process of derivatives, standard formulae – integration of constant function, x^n, e^x, ax, $\log x$. 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.</p>	15

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 Browns Tata McGraw – Hill Publishing Co. Ltd.

COURSE :CMS0105

BUSINESS COMMUNICATION

[60 lectures]

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 Number	Topics	No. Of Lectures
I	Fundamentals of Communication Definition, Meaning -Types, process and importance, Communication Model	15
II	Effective Communication Concept & Practice of Effective Communication Barriers to Effective Communication Methods to Improve Communication Skills	15
III	Written Communication Skills Report Writing Letter Writing Preparation of Promotional Material *with special reference to banks, Insurance companies and Joint stock companies	15
IV	Oral Communication Skills Understanding Audience Use of Language Use of Tone Understanding Body Language	15

Continuous Internal Assessment:

Mid Semester test

Project work

Assignment

REFERENCES:

- 1 Effective Communication RaiUrmilaHimalaya, 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: CMS0106

COMPUTER APPLICATIONS IN BUSINESS

[60 lectures]

LEARNING OBJECTIVES:

To familiarize with Front-end concept for developing various IT Applications Project.

Unit Number	Topics	No. Of Lectures
I	<p>Advanced Spreadsheets</p> <p>A) Multiple spreadsheets</p> <ol style="list-style-type: none"> 1. Creating and Using templates 2. Creating and Linking Multiple Spreadsheets. 3. Add Headers/Footers to a Workbook. 4. Create Formulas that use references to cells in different worksheets. 5. Creating and using named ranges <p>B) Functions</p> <ol style="list-style-type: none"> 1. Financial functions: FV, PV, PMT, PPMT, IPMT, NPER, RATE, NPV, IRR 2. Database Functions VLOOKUP, HLOOKUP 3. Conditional Logic functions IF, COUNTIF, SUMIF <p>C) Statistics functions and Regression using Excel</p> <ol style="list-style-type: none"> 1. Mean, Median, Mode, Average and standard deviation 2. Linear Regression 3. Multiple Regression 4. Logistic Regression 5. Multinomial and Ordinal Logistic Regression <p>Log-linear Regression</p> <p>D) Data Analysis</p> <ol style="list-style-type: none"> 1. Using Scenarios, creating and managing a scenario. 2. Using Goal Seek. 3. Using Solver 	15

	<p>4. Pivot Tables – Building Pivot Tables, Pivot Table regions. Rearranging Pivot Table.</p> <p>5. Creating simple macros.</p>	
II	<p>Web Designing Using HTML</p> <ol style="list-style-type: none"> 1. Evolution of HTML 2. Concept of Hyper Text, Tags 3. Structure of an HTML file 4. Basic Tags - <head>, <title>, <body>, <h1> to <h6>, <p>, 5. Formatting text – Logical and Physical tags 6. Style Sheets 7. Creating Lists and Tables 8. Adding graphics with and without text, alignment. 9. Creating links – internal and External, mail links 10. Creating Frames 11. Creating Forms. 12. Understanding Howsoftware’s like Front Page, Dream Weaver Create HTML files. 13. Uploading HTML Pages using SW like Cute FTP, WS FTP 	15
III	<p>E-Commerce</p> <ol style="list-style-type: none"> 1. Definition Diff. between E-Commerce and Traditional Commerce. 2. E-Marketing and E-Governance 3. E-Commerce Life Cycle 4. E-Commerce infrastructure- IP,URL,Domain Name, Client and Server architecture. 5. Types of E-Commerce: B2B,B2C,C2B,C2C,G2G,G2B,B2G,G2C,C2G 6. Features of E-Commerce. 7. Business Models in E-Commerce (Revenue, Advertising,Subscription, TransactionFee, Seles Revenue, Affiliate Revenue) 8. Threats to the E-Commerce: Malware(Virus,Bugs,Worm,Spyware,Keylogger,Rootkit,S QL Injection) 9. E-commerce Data Security: Integrity, Non-Repudiation, Authenticity,Confidentiality, Privacy, Availability. 10. E-Commerce Security techniques. <ol style="list-style-type: none"> i. Cryptographytechniques,(Symmetric, Asymmetric and digital signature). ii. End to End Encryption iii. HTTPs, SSL,TSL. iv. Firewall,Anti spyware 11. EDI-Electronic Data Interchange 	15

	12. Payment gateway and Security standards. 13. Digital cash, Digital Wallet 14. Crypto currency 15. Limitation of E-Commerce 16. Cyber Law and IT Act 2000.	
IV	MIS 1. Introduction to MIS 2. Meaning Basic concepts. 3. BPS Introduction and Understanding the concept. 4. ERP What is ERP? What are its advantages?	15

Continuous Internal Assessment:
Mid Semester test
Project work

REFERENCES:

1. Excel-Missing Manual Mathew McDonald O Reilly Press
2. Learning Web Design – A Beginners Guide to HTML , Graphics and Beyond
Jennifer Niederst O Reilly Press
- 3 E-Commerce Kenneth C Laudon, Pearson Education Carol Traver
- 4 E-Commerce Awad Prentice Hall India
- 5 HTML. Back Book Steven Holzner Dream Tech Press
- 6 Managing with Information Jerome Kanter Prentice Hall India
- 7 MS Office 97 Advanced Technologies Shelly Cashman Series ----
- 8 ERP – A Managerial Perspective S – Sadagopan Tata Mcgraw Hill



*ST. XAVIER'S COLLEGE (AUTONOMOUS),
MUMBAI*

Department of Management Studies
BMS
Semester 2

Syllabus

June 2018-2019

COURSE: CMS0201

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 Number	Topics	No. Of Lectures
I	Introduction 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.	15
II	Individual & Interpersonal Behaviour: Biographical Characteristics; Ability; Values; Attitudes-Formation, Theories, Organisation related attitude, Relationship between attitude and behaviour; 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.	15
III	Group Behaviour & Team Development: 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	15
IV	Organization Culture and Conflict Management: 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.	15

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

REFERENCES:

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

COURSE: CMS0202

INDUSTRIAL LAW [60 LECTURES]

LEARNING OBJECTIVES:

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

Unit Number	Topics	No. Of Lectures
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
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
III	Social Legislations 1. Employees’ State insurance Act, 1948-Committees councils and various benefits 2. Employees’ Provident fund and miscellaneous Provision Act, 1948-schemes, administration and determination of dues	15
IV	Laws related to Compensation Management: 1. The Payment of Wages Act, 1948: Objectives, Definitions, authorized deductions 2. The Minimum wages Act, 1948 3. The Payment of Gratuity Act, 1972	15

Continuous Internal Assessment:

Mid Semester test

Project work – Presentation and Viva

REFERENCES:

Sr. no.	Title	Author	Publisher
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

COURSE: CMS0203

MARKETING MANAGEMENT

[60 LECTURES]

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 Number	Topics	No. Of Lectures
I	Introduction to Marketing 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	15

	New Trends in marketing: E – Marketing, Internet Marketing, and Marketing using social networks Societal Marketing/Relationship Marketing	
II	<p>Marketing Research: MIS; & Consumer Behavior: 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)</p> <p>Marketing Research: Importance of Marketing Research; Types of Marketing Research; Product Research; sales research; consumer research; promotion research.</p> <p>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</p>	15
III	<p>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.</p> <p>Product and Brand Management</p> <p>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</p> <p>Brand management: Brand equity; Branding Decisions, brand extension and Brand Portfolios <u>Segmentation targeting and Positioning (STP)</u> :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.</p>	15
IV	<p>Pricing decisions, channel decisions: promotion mix; strategies; Integrated Marketing Communication; marketing services; ethics in marketing.</p> <p>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</p>	15

	<p>Products: stage in the PLC on pricing decisions.</p> <p>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.</p> <p>Integrated marketing communication: Definition of target audience; determining communication objectives, designing communication and selection of channels.</p> <p>Marketing Services: Characteristics of services, ways of improving services, delivery, managing service maturity</p> <p>Ethics in marketing: Advertising standards Council of India, code of ethics in advertising; Promotion to children; unfair practices in marketing.</p>	
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

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 HKazmi	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: CMS0204

MICROECONOMICS

[60 LECTURES]

LEARNING OBJECTIVES:

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

Unit Number	Topics	No. Of Lectures
I	Introduction 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	15
II	Demand Analysis 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	15
III	Production and Costs 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	15
IV	Market Structures 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-	15

	price competition-Price stickiness and kinked demand Monopolistic competition-definition and characteristics- Equilibrium-Price and outputdetermination	
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------	--

**Continuous Internal Assessment:
Mid Semester test
Project work – Presentation**

REFERENCES:

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

COURSE: CMS0205

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 Number	Topics	No. Of Lectures
I	Descriptive Statistics for Univariate Data 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.	15
II	Forecasting Techniques 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.	15
III	Probability and Probability Distribution 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.	15

IV	Testing of Hypotheses 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)	15
-----------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------

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

COURSE: CMS0206

INTRODUCTION TO COST ACCOUNTING

[60 LECTURES]

LEARNING OBJECTIVES:

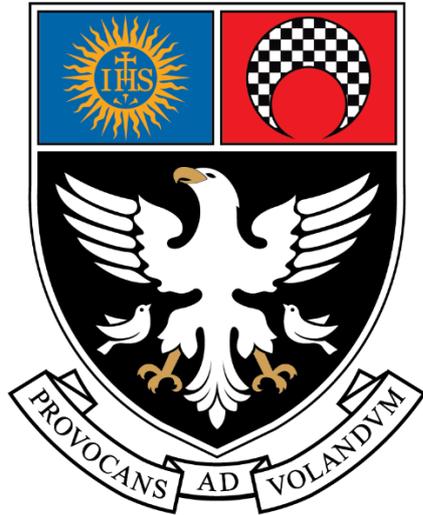
To familiarize the students with the basic cost, concepts, allocation and control of various costs and methods of costing.

Unit Number	Topics	No. Of Lectures
I	Introduction & Importance of Cost Accounting Cost, costing, Cost accounting; Cost ascertainment; Cost control; Cost classification; Reporting: Distinction between cost & financial accountancy; Advantages of cost accounting; Objectives of cost accounting	15
II	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	15
III	Reconciliation between Cost and Financial Records Meaning and Definition - Need for reconciliation - Causes of disagreement - Procedure and preparation of statement of reconciliation	15
IV	Elementary Principles and Techniques of Marginal Costing <i>(Excluding Problems on Managerial Decisions)</i> 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 - Breakeven point Margin of safety - Cost volume profit analysis C. Contract Costing	15

Continuous Internal Assessment :
Mid Semester test
Assignment: Project

REFERENCES:

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



*ST. XAVIER'S COLLEGE (AUTONOMOUS),
MUMBAI*

Department of Management Studies

BMS

Semester 3

Syllabus

June 2018-2019

COURSE: CMS0301
HUMAN RESOURCE MANAGEMENT
[60 LECTURES]

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.

Sr. No	Topics	No. Of Lectures
I	<p>Introduction to HRM 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</p> <p>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</p>	15
II	<p>Job analysis, Job Design and Job evaluation 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</p> <p>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</p> <p>Training and Development Definition if training and development Methods of training Managers Process/ Procedure of conducting training programs How to evaluate effectiveness of training program</p>	15

	Advantages of T & D	
III	<p>Performance Appraisal Definition Methods of appraisal for managers – traditional and modern Process/procedure of conducting performance appraisal Advantages of performance appraisal Limitations of performance appraisal</p> <p>Compensation management Definition of compensation Components of salary/ salary slip Fringe benefits- definition and types Performance linked incentives/incentives definition, advantages and disadvantages.</p> <p>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 counselling Employee Retention techniques Succession planning</p>	15
IV	<p>Participative management 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</p> <p>Industrial relations Definition of industrial relations Features of industrial relations Importance of industrial relations Approaches to industrial relations Parties to industrial relations</p> <p>Trade Unions Definition of a trade union Features of a trade union Trade Union movement in India Trends in Trade Unions</p>	15

Continuous Internal Assessment:
Mid semester test
Project Work-Presentation

	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

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 MichealKogan Page	

COURSE: CMS0302
MANAGEMENT ACCOUNTING
[60 LECTURES]

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.

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

	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 ratios, interaction of ratios	
III	Preparation of Statement of Sources and Application of Case (Cash flow statement) with reference to Accounting Standard No. 3	15
IV	Working Capital – concept Estimation/ projection of requirements in case of trading and Manufacturing Organization. Marginal costing Concept, Contribution, Break even analysis, Application if Marginal costing in Managerial Decision making Standard costing and Budgetary controls	15

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	PulicationTaxmonth
3.	Essentials of Management Accounting	P.N. Reddy	Himalaya
4.	Advanced Management Accounting	Robert S. Kailer	Prentice Hall

5.	Financial of Management Accounting	S.R. Varshney	Wisdom
6.	Introduction of Management Accounting	Charbs T Hornram	PHI Leavington
7.	Management Accounting	I.M.Pandey	Vikas Publication
8.	Cost and Management Accounting	D.K. Mittal	Galgotia
9.	Management Accounting	Khan and Jani	Tata Mcgraw
10.	Management Accounting	R.P. Resstogi	Gelgoha

COURSE: CMS0303
OPERATIONS MANAGEMENT
[60 LECTURES]

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 Operations Management, Facilities planning, Capacity planning, Factory layout and location.*
- *To help students understand the concept of design function in an organization. To introduce to the world of Project Management.*

Unit number	Topics	No. of lectures
1.	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. Types of Production Systems.	15
2.	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	15

3.	Factors Affecting Plant Location, Plant Location: Location Evaluation Methods-I, Location Evaluation Methods-II. Facility Layout and Planning-I, Facility Layout and Planning-II, Factors Influencing Plant Layout, Material Flow Patterns, Tools and Techniques used for Plant Layout Planning. Production Planning and Control, Process Planning, Aggregate Production Planning, Capacity Planning: Introduction, Capacity Planning: Examples.	15
4.	What does Product and Service do? Objectives of Product and Service Design. Other issues in Product and Service design. Designing for mass customization, Reliability and Robust design. Designing for manufacturing and concurrent engineering, Designing for services and differences between product and service design, Quality function deployment. Quantifying Reliability, and Introduction to Project Management, Project life cycle, Work Breakdown structure, and the role of Project Management in various aspects of Business.	15

Continuous Internal Assessment:

Mid semester test

Project Work- Presentation

Reference Books:

Sr. no.	Title	Author	Publisher
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	TaiiehiOhno and Norman Bodek	Productivity Press
5.	Operations management: Processes and Value Chains	Lee J. Krajewski, Larry P. Ritzmann and Manoj K. Malhotra	Prentice Hall
6.	Productivity and Inventory Management	Donald Fogarty, John H Blackstone, Thomas R Hoffman	Douth – Western College
7.	Production and inventory Control : Principles and Techniques	George W Plossl	Prentice Hall
8.	Production Planning and Control	W Bolton	Addison Wesley Longman Limited
9.	Journal on Material and Supply chain, materials management Review (MMR), Indian Institute of Materials Management, Bangalore		
10.	Material Management: An Integrated approach	P Gopalakrishnan and M Sunderesan	Prentice Hall – international
11	Operation Management:;	K. N. Dervitsiotis	McGraw-Hill International Company.
12	Operations Management	R.S. Russell, and B.W. Taylor	Pearson Education

13	Industrial Engineering and Production Management	M. Telsang	S. Chand & Company Ltd.
----	--------------------------------------------------	------------	-------------------------

COURSE: CMS0304
CONSUMER BEHAVIOUR
[60 LECTURES]

LEARNING OBJECTIVES:

1. To introduce students to the complexities of Consumer Behaviour 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 number	Topics	No. of lectures
1.	<p>Introduction</p> <p>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.</p>	15
2.	<p>Learning & Attitudes</p> <p>Consumer learning -Behavioural and Cognitive learning theories - Measures of Consumer learning - Consumer attitude formation and Change - Attitudes - Structural models of attitudes - Attitude formation - Behaviour 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 - Reference groups and family influences - Understanding the power of reference groups - Celebrity and other reference 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.</p>	15

3.	<p>Social class & Culture</p> <p>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.</p>	15
4.	<p>Cross culture: A globalised perspective / Decision Making</p> <p>Cross culture consumer behaviour: 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.</p>	15

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.	Krogen 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 nd 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]

COURSE: CMS0305
MACROECONOMICS
[60 LECTURES]

Learning objectives:

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

Unit number	Topics	No. of lectures
1.	Introduction to macro economics 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)	15
2.	Policy Environment 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	15

3.	<p>International Trade</p> <p>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.</p>	15
4.	<p>Globalization</p> <p>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</p>	15

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 Education
3.	Macro economics	Mankiw N G	Worth Publishers
4.	Macro economics	Prabhat Patnaik	Oxford University Press
5.	Macro economics	Andrew Abel and Ben Bernanke	Pearson Education
6.	Macro economics for business management	H L Ahuja	S. Chand Publications
7.	Macro economics for management	A Nag	McMillan

	students-1		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 : CMS0306
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)

Unit Number	Topics	No. of lectures
I	Direct Tax	
	Basic concept like person , assessee, previous year, Assessment Year, Income,	
	Residential status, condition for determining residential status.	
	Topics covered in 1 and 2 only for better understanding of next topics. It will not be asked in exam.	
	Scope of total income	
	Income from salary	
	Calculation of income from salary, allowances	
	Exemption from income from salary.	
	1.Provident fund	
	2. Gratuity	
	3. Pension	
	4. Leave travel salary.	
	5. Problem Solving	15
II	Income from House Property	
	Calculation of income from House Property, Net Annual	

	Value	
	Deduction from House Property U/s 24	
	Problem solving	
	Income from Business and profession	
	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	
	Income from Other sources	
	List of Income considered as income from other source	
	Concept like relative, agricultural income, exemption from income from other source	
	Problem Solving	
		15
III	Income from Capital Gain	
	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	15
IV	Goods and Services Tax Act	

	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	15

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 Manoraham	
4	Direct Tax ready reckoner	N V Mehta	KuberPublictaion



*ST. XAVIER'S COLLEGE (AUTONOMOUS),
MUMBAI*

Department of Management Studies

BMS

Semester 4

Syllabus

June 2018-2019

COURSE: CMS0401
RESEARCH METHODS IN BUSINESS
[60 LECTURES]

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 number	Topics	No. of lectures
I	<p>Fundamentals of Research- definition, Objectives and Significance , types of research- basic, applied, historical, descriptive, exploratory, experimental, ex-post-factor and case study approach</p> <p>Approaches to research-</p> <p>a) Quantitative approach</p> <p style="padding-left: 20px;">I. inferential</p> <p style="padding-left: 20px;">II. experimental</p> <p style="padding-left: 20px;">III. simulation</p> <p>b) Qualitative Approach</p> <p style="padding-left: 20px;">I. ethnographic</p> <p style="padding-left: 20px;">II. phenomenological</p> <p style="padding-left: 20px;">III. field research</p> <p>importance of research in management decisions:- various areas of research in business</p> <p>a) marketing research</p> <p>b) government policies</p> <p>c) social relationship</p> <p>d) Planning and operational problems of research in business</p>	15
II	<p>Research process:- 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.</p> <p>Features of good research design</p> <p>Research design: meaning, need, features of good research design, types of research design</p> <p>a) for exploratory research</p> <p>b) for descriptive research</p> <p>c) for causal research studies</p>	15
III	<p>Hypothesis :- Meaning, importance and types, Formulation of hypothesis and testing of hypothesis. Type 1 & Type 2 Error</p> <p>Chi- square test, correlation co-efficient, regression analysis, T-Test , Z-Test, ANOVA- Random Block Design. Kolmogorov-Smirnov Test..</p> <p>McNemar Test.</p> <p>Sampling Meaning, Sample and sampling, essentials of good sample, sample size,</p>	15

	<p>methods of sampling:- a) Probability sampling, cluster sampling stratified sampling, multi stage sampling. b) non-probability sampling:- purposive sampling, quota sampling, convenience sampling Scaling Techniques- Measuring Attitudes</p>	
IV	<p>Sources and Methods of data collection Primary and secondary data a) primary sources:- I. Questionnaires II. Interviews III. Observation IV. Group discussions/ Brainstorming / Focus group discussions b) Secondary Sources data Processing tabulation – data analysis and Interpretation Report Writing – layout of research report Ms - Excel (For project work) Data entry (data view and variable view) Working on – edit, view, data, transform Analysis : statistics/graph</p>	15

Continuous Internal Assessment:

Project work (Group) : Detailed Market Research Study with a minimum of 300 respondents on any research based topic as approved by the professor. The project will run concurrently with the course work so that the students learn the correct techniques of conducting a market research study.

The data will be analysed with the help of statistical tools that is taught during the course work. 40 marks will be divided as follows:

- i. Report : 20 marks**
- ii. Group Viva: 20 marks**

Reference Books:

Sr. No.	Title	Author	Publisher
1	Research methodology – methods and techniques	C R Kothari	New Age International
2	Research methodology	O R Krishnaswamy	Himalaya Publishing house
3	Business Research methods	Donald R Cooper & Pamela R Schindler	
4	Research methods in Business	Nandagopal/ Rajan	Excel
5	Research methods for Business – A skill building Approach	Uma Sekaram	
6	Research Methods	Donald H McBurney	CRC Press
7	Statistics for Management	T Levin and Reuben	Prentice Hall
8	Research methods for management	Dr S Shajahan	Jaico

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

COURSE:CMS0402

FINANCIAL MANAGEMENT
[60 LECTURES]

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
I	<p>Introduction Meaning and scope of financial management Functions and objectives of financial management Changing role of finance manager</p> <p>Working Capital Management Definition-GWC and NWC(Explain Core Assets and Non Core Assets) Components of Working Capital Factors Determining Working Capital</p> <p>Receivables Management Meaning and Importance Credit policy variables Cases study on credit evaluation Methods of credit evaluation -Traditional and numerical credit scoring Monitoring and debtors- Techniques -DSO, Ageing Schedule, Collection Matrix</p> <p>Cash Management Motives of holding cash Strategies of cash management Cash Budget: Meaning and objectives Budgeting of receipts and payments- Trading, non trading and capital Preparation of monthly budget and finding out closing cash balance (Excl. financial statements to be made from the working capital estimation)</p>	15
II	<p>Cost of Capital and capital Structures</p> <p>Types of capital Debt Equity Retained Earnings</p>	15

	<p>Preference Cost of capital for each type of capital Weighted cost of capital Marginal cost of capital Marginal cost of capital (w.r.t Expansion) Designing capital structure alternatives</p> <p>Types of leverages (Combined, Operating, Financial)</p>	
III	<p>Capital Budgeting</p> <p>Introduction, types of capital, sources of capital Evaluation of capital expenditure proposal from given cash flow, concept of present value Techniques of appraisal of investment proposal Payback period, Average rate of return Net present value method Profitability index method</p>	15
IV	<p>Business restructuring Importance Financial Implication Valuation</p> <p>Types of business restructuring Merger Amalgamation De-merger Other restructurings (Elementary accounting problems- testing fundamental knowledge only)</p> <p>Long term and short term sources of finance Traditional and modern instruments of finance including securitizations</p>	15

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

COURSE:CMS0403

PRODUCTIVITY AND QUALITY MANAGEMENT
[60 LECTURES]

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 Number	Topic	No. Of Lectures
I	Concept of productivity and various ways/modes of calculating it 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	15
II	Suggestion Schemes 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.	15
III	Concepts of customer service in relation to right quality, right quantity etc. 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.	15
IV	Holistic Quality Management 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	15

Continuous Internal Assessment:

Mid semester test

Project Work- Presentation

Reference Books:

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

COURSE:CMS0404

COOPERATIVES AND RURAL MARKETS [60 LECTURES]

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 Number	Topic	No. Of Lectures
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	15
II	Legislations influencing cooperatives, Intent and Scope of Maharashtra State Cooperative Societies Act 1960, MSCS Rules 1961, Consumers Protection Act 1986, Case Studies: Lijjat, KVIC, Amul , National Dairy development Board, Sugar cooperatives, Labour Cooperatives Challenges before cooperatives, strategy to face the challenges, future of cooperatives in India	15
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	15
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)	15

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

COURSE :CMS0405
BUSINESS ENVIRONMENT
[60 LECTURES]

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 Number	Topic	No. Of Lectures
I	Constituents of Business Environment, Political ideology, economic policy, legal system, level of technology, competition, social and cultural factors	15
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	15
III	International Business Environment Globalisation International treaties and impact on Indian Economy Challenges for Indian Economy	15
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	15

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

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

COURSE:CMS0406

BANKING, INSURANCE AND CAPITAL MARKETS
[60 LECTURES]

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 Number	Topics	No. Of. Lectures
I	<p>Overview of Indian Banking Sector and Central Banking Concept Structure of Indian banking Sector Sources of funds for a Bank Various deposit products</p> <p>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</p> <p>Bank guarantee Introduction to NPAs and its management Classification of NPAs and recovery strategy</p> <p>Central Banking Concept Functions and roles of RBI Money creator Credit regulator Supervision of banking sector</p> <p>Reforms in Indian Banking Narsimha Committee I & II Fundamentals of Investment Banking Fund based and fee based services</p> <p>Innovations in Banking, E- banking Introduction to NBFC – role and classifications</p>	15
II	<p>Insurance – Basic principles of insurance Significance of insurance to business Reasons for slow growth of Insurance business in India</p> <p>Types of Insurance Life, fire, marine, crop/agriculture insurance Bancassurance</p> <p>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</p>	15

III	Special Purpose Institutions – NABARD, SIDBI Inclusive Banking Trade Finance BASEL Global Banking	15
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	15

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	BharatiPathak	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 LekshmyShekhar	19e, Vikas Publishing House
10	Central banking in developing countries	AnandChandavarkar	

	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



*ST. XAVIER'S COLLEGE (AUTONOMOUS),
MUMBAI*

Department of Management Studies
BMS
Semester 5

Syllabus

June 2018-2019

COURSE:CMS0501

**ENTREPRENEURSHIP AND MANAGEMENT OF SMALL AND
MEDIUM ENTERPRISES**
[60 LECTURES]

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.

Units	Title	No. of Lectures
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	15
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.	15
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.	15
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 – Turnaround strategies for SMEs	15

Note- This course is a practical paper.

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

COURSE :CMS0502

SERVICE SECTOR MANAGEMENT [60 LECTURES]

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.

Units	Title	No. of Lectures
I	Introduction to Services Marketing Role of services in modern economy - Distinctive characteristics of services – Classification-Marketing Challenges of services - Services marketing environment - Goods Vs Services marketing - Goods-service continuum - Consumer behaviour - Services marketing triangle.	15
II	Key Elements of Services Marketing Product – Price- Communication Mix - Distribution -People -Physical Evidence - Process - Positioning - Market Segmentation - Balancing of Demand and Capacity - Branding of Services - Problems and solutions.	15
III	Service Quality Improving service quality and productivity - Service quality - Gap Analysis Model - Measuring & improving service quality - Defining productivity-improving productivity - Service recovery - Complaint handling.	15
IV	Service Management Meaning - Vision -mission strategy - Service leadership - Service Mapping - Flowcharting - Benchmarking - Internal Marketing - Productivity - Current Status and Future Prospects.	15

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.

COURSE :CMS0503
SUPPLY CHAIN MANAGEMENT
[60 LECTURES]

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 help the students understand all the aspects of Logistics, Materials Management, Warehousing, Material handling and Performance Management in SCM.
- To introduce them to the analytical aspects of Inventory management and transportation

Units	Title	No. of Lectures
I	<p>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</p> <p>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.</p> <p>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</p>	15

	<p>organization</p> <p>Customer Service Definition / Scope / Objectives/Importance Elements of Customer Service. Seven Rights Customer Service Audit. Customer Service Strategy</p> <p>Order Processing: Integrated System / Customer Order Cycle / Electronic Data Interchange & its Advantages</p>	
II	<p>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</p> <p>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.</p> <p>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.</p> <p>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</p>	15
III	<p>Material Management 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 equipment. - Inventory control techniques- ABC, FSN, GOLF, VED, SOS, HML - Make or Buy Decisions:</p> <p>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</p>	15

	<p>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</p> <p>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</p> <p>Modern methods: Kanban as a tool of JIT, Vendor managed inventory (JIT II, response-based techniques-QR, CR, and AR). DRP, ERP</p> <p>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</p>	
IV	<p>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</p> <p>(ii) Logistics Costing: Principles of Logistics Costing/ Activity Based Costing / Mission Based Costing/ Total Cost Analysis/ Steps to Be Adopted For Total Cost Approach</p> <p>(iii) Logistical Network analysis: Concepts/ definitions/ scope/ objectives/ importance Network options/ number of facilities/ Milk-runs/ RORO/ LASH.</p> <p>(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.</p>	15

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 'Logstical management', Tata McGraw-Hill

Fundamentals of Logistics Management McGraw-Hill

3. Douglas M. Lambert, James R Stock & Lisa M. Ellram Irwin, 'The management of Business Logistics Coyle', Bardi, Langley, Thomson, South – Western
4. Stephen Lemay, Joe B, 'Logistics David J Bloomberg', Hanna Prentice Hall of India
5. M Martin Christopher, "Logistics & S C", Pearson Education
6. Chopra Meindl, Kalra, 'Supply Chain Management'.
7. Herald Dyckhoff, Richard Lacks and Joachtn Reese, 'Supply Chain Management'.
8. Anurag Saxena, Caaushik Sircar, 'Logistics and Supply Chain Management – Text and Cases' - Jaico Publishing House, Mumbai, 3rd Edn 2009.

COURSE:CMS0504

INDIAN MANAGEMENT THOUGHTS AND PRACTICES

[60 LECTURES]

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.

Units	Title	No. of Lectures
I	Indian Ethos Multiplicity and variety – yet have commonness • Focus on the ultimate Principle or Intelligence to whom (or which) man seeks recourse.	15
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.	15
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.	15
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 VasudhaivaKutumbakam	15

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

COURSE :CMS0505
INTERNATIONAL FINANCE

[60 LECTURES]

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.

Units	Title	No. of Lectures
I	<p>Fundamentals of International Finance</p> <ul style="list-style-type: none"> • 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 <p>Foreign Exchange Arithmetic I</p> <ul style="list-style-type: none"> • 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) 	15
II	<p>Foreign Exchange Arithmetic II</p> <ul style="list-style-type: none"> • 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) <p>Exchange Rate Regimes</p> <ul style="list-style-type: none"> • 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 	15

III	<p>International Foreign Exchange Markets</p> <ul style="list-style-type: none"> • Characteristics • Dealing room operations <p>Euro Currency Market</p> <ul style="list-style-type: none"> • 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 <p>International Equity Markets</p> <ul style="list-style-type: none"> • 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 	15
IV	<p>Foreign Exchange Management in India</p> <ul style="list-style-type: none"> • Retail and Wholesale components of the Indian foreign exchange market • Capital account Convertibility • Reserve Management • Role of FEDAI in the Indian foreign exchange market. <p>Risk Management And Derivatives:</p> <ul style="list-style-type: none"> • 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) <p>International Institutions</p> <ul style="list-style-type: none"> • Contribution of Bank for International Settlements in risk management system • European Central Bank 	15

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)

COURSE :CMS0506

FINANCIAL RESOURCE RAISING (ELECTIVE I)

[60 LECTURES]

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.

Units	Title	No. of Lectures
I	<p><u>Capital Markets</u></p> <ul style="list-style-type: none">• 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><u>Equity/ Ordinary Shares</u></p> <ul style="list-style-type: none">• 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><u>Term Loans, Debentures/ Bonds and Preference shares</u></p> <ul style="list-style-type: none">• 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	15
II	<p><u>Leasing and Hire-Purchase</u></p> <ul style="list-style-type: none">• 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	15
III	<p><u>Venture Capital Financing</u></p> <ul style="list-style-type: none">• 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	15
IV	<p><u>Dividend and Valuation</u></p> <ul style="list-style-type: none">• Describe the Modigliani-Miller (MM) approach to the irrelevance of dividends and evaluate its validity	15

	<ul style="list-style-type: none"> • 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><u>Determinants of Dividend Policy</u></p> <ul style="list-style-type: none"> • 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 	
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

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

COURSE :CMS0507

INTERNATIONAL BUSINESS (ELECTIVE II) [60 LECTURES]

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 No.	TOPICS	No. of Lectures
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.	15
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.	15
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.	15
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.	15

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.

COURSE:CMS0508

TRAINING & DEVELOPMENT (Elective III)
[60 LECTURES]

Learning Objectives:

In the context of global competition, Organisations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D). The broad objectives of the course are as follows:

- To enable you understand the concepts, principles and process of training and development
- To develop an understanding of how to assess training needs and design training programmes in an Organisational setting
- To familiarize students with the levels, tools and techniques involved in evaluation of training effectiveness.

Sr no.	Title	No. of Lectures
I	-Introduction -Learning and development in organisations today -Understanding learning and the learners	15
II	-Promoting workplace knowledge and learning -enhancing performance management -Six stage training cycle for co-creating value	15
III	-The T&D agenda. - Shaping and managing the T&D function - Producing & Implementing the T&D strategy - Developing T&D partnerships.	15
IV	-Adding Value - Tackling challenges of change - Promoting Talent and career development - Challenges for the profession.	15

Continuous Internal Assessment: Project Work-Assignment

Reference Books

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
8. Rolf, P., and UdaiPareek, Training for Development, Sage Publications Pvt. Ltd.
9. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.
10. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
11. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.
12. Rosemary Harrison, Learning &Development ,CIPD .
13. B. Janakiram, Training & Development (Indian Text ed),Biztantra.

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER V

COURSE: CMS0509PJ

MANAGEMENT RESEARCH PROJECT

This course is a Dissertation that the students submit by way of a hard bound report at the end of Semester V. The students work on a project which could be either primary or secondary research based as approved by the guide. The study is done during the course of the semester in consultation with the guide at regular intervals.

The entire report is run through the anti-plagiarism software Turnitin to check for originality and only after the required standards are met can the reports be printed and bound for final submission. All citations are in the APA format.

Evaluation:

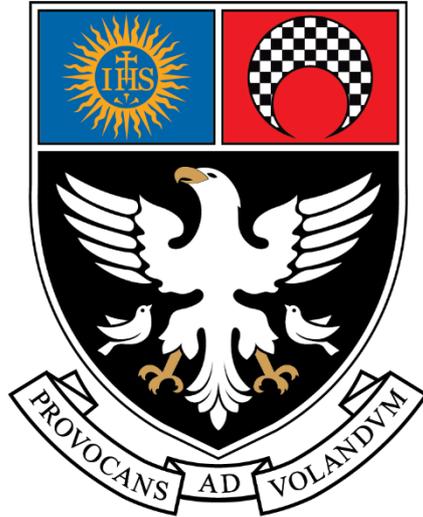
Internal

Evaluation by the guide: 40 marks

External

Evaluation by an external examiner (from another college): 60 marks

(specific parameters are laid down for for both internal and external evaluation as decided by the Board of Studies for BMS)



*ST. XAVIER'S COLLEGE (AUTONOMOUS),
MUMBAI*

Department of Management Studies
BMS
Semester 6

Syllabus

June 2018-2019

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0601

Strategic Management [60 lectures]

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 number	Topics	No. of lectures
I	<p>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 , Impact of the Macroenvironmental factors on the strategies of companies and Strategic planning Model.</p> <p>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.</p> <p>Structure- Strategy sequence, Structuralist and Reconstructionist approach. The Three Strategy Propositions- Value, Profit & People, Blue Ocean Strategy and Alignment.</p>	15
II	<p>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</p>	15

	<p>management of change. Role of Power and Influence in Management of Change- Internal and external sources of power. John Kotter's Model , Kurt Lewin's Change Management Model</p> <p>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.</p> <p>Understanding the importance of Evaluation and Control in strategic management.</p>	
III	<p>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.</p> <p>Scenario mapping –managing new ventures: Strategic Mapping, Scenario Planning. Issues in Managing a New Venture for Success.</p>	15
IV	<p>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.</p> <p>Role of strategic leader in Implementation: Contribution by a strategic leader, Turnaround Strategies,, Role of strategic leader, Issues in strategic leadership (case examples to be discussed)</p>	15

Continuous Internal Assessment:

Mid semester test

Project Work-Assignment with viva

Reference Books:

1. Fred David“Strategic Management: Concepts and Cases”, 10th Edition, ISBN-10:0131503499, ISBN-13:978-0131503496.
2. Carl W Stern, Michael S. Diemler “The Boston Consulting group on Strategy: Classic concepts and new perspectives”
3. “HBR's 10 must reads on Strategy”, Harvard Business Review
4. W. Chankim, Renee M“Blue Ocean Strategy: How to create uncontested market space and make competition irrelevant”
5. Michael a. Hill, R. Duane Ireland,“Strategic Management Concepts”, ISBN-10: 0324405367, ISBN-13: 978-0324405361, Edition: 7.

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0602

Risk Management [60 lectures]

Learning Objective:

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

Unit	Title	No. of Lectures
I	Introduction to Risk Definition of risk, types of risk , measurement of risk, management of risk,	15
II	Corporate Risk Management Derivatives and other contracts to manage risk Options to Hedge and exploit Risk Creating integrated Risk management Strategy Conquering Risk	15
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.	15
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	15

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: CMS0603

Operations Research [60 lectures]

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.

Units	Title	No. of Lectures
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.	15
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. . Travelling salesmen problem.(By heuristics)	15
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.	15
IV	Decision Theory and Game Theory Decision Environments – risk, uncertainty and conflict. Payoff table, Regret table.	15

	<p>1) Decision making under uncertainty Maximin & maximax criteria, Minimax Regret criterion, Laplace criterion, Hurwicz criterion</p> <p>2) Decision making under Risk Expected Monetary Value criterion, Expected Value of Perfect Information (E.V.P.I), Expected Opportunity Loss (E.O.L).</p> <p>3) Decision Making under Conflict(Game theory) Types of strategies (pure and mixed strategies) Concept only. Two-person zero sum game, game value, saddle point, using simplex method to find the game value, Graphical Solution (2x2 game, 2xm, mx2 game), graphical method to find game value, dominance value and Nash equilibrium.</p>	
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

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: CMS0604

Business Ethics and Corporate Social Responsibility [60 lectures]

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.

Units	Title	No. of Lectures
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 - Role and Responsibilities Responsibilities towards stakeholders: an overview Profit - making; An Objective with an ethical dimension	15
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	15
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	15

IV	<p>Concept of CSR Meaning and Scope of CSR Relevance and Significance of CSR in contemporary society Value approach to CSR</p> <p>CSR: within the Organization Labour relation Work Atmosphere: healthy and productive Exploitation, atrocities and harassment Safely standards and environmental concerns Perquisites and incentives</p> <p>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.</p>	15
-----------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------

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 DhunDastoor, "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: CMS0605

E-Commerce [60 lectures]

Learning Objectives

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

Unit	Topics	No. of Lectures
I	<p>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.</p> <p>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, B2G sites, Factors of growth and key performance indicators of E-Commerce.</p>	15
II	<p>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.</p>	15

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	15
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 concernsine-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	15

Continuous Internal Assessment:

Mid semester test

Project Work-Presentation

Reference Books:

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

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0606

Investment Analysis and Portfolio Management (Elective I) [60 lectures]

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

Units	Title	No. of Lectures
I	<p>Introduction Meaning of Investment – Investment alternatives, Investment Avenues Meaning of Portfolio – What is Portfolio Management – Objectives, Principles of Portfolio construction.</p> <p>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</p> <p>Securities Market Primary Equity Market, IPO, Book Building Process, Red herring Prospectus. Secondary Market – Stock Markets, Trading & Settlement -Debt Market Role of SEBI</p>	15
II	<p>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)</p>	15
III	<p>(i) Risk & Return Meaning and Types of Returns Holding Period return— Expected return –Annualized return – measurement of return Risk – Types of Risk – Measurement of Risk</p>	15

	(ii) Fundamental and technical analysis	
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.	15

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 McGraw Hill, Edn 2009.
6. Robert A. Strong, "Portfolio Management Handbook", Jaico Publishing House, Mumbai. Edn 2008.
7. ZviBodie, Alex Kane, Alan J Marcus, PitabasMohanty, "Investments", Tata McGraw Hill

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0607

Retail and Sales Management (Elective II) [60 lectures]

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.

Units	Title	No. of Lectures
I	<p>Introduction Meaning & Definition on retailing, current Status of the unorganized sector, Impact of FDI in the retail sector</p> <p>Retailer's role in a distributional channel- functions performed by retailers- prospects of retailing in India-</p> <p>Retailers characteristics price-cost trade off, types of merchandise, variety & assortment, customer services, cost of offering breadth & depth of merchandise and services</p> <p>Types of retailers and classification food retailers, general merchandise retailers, non store retail formats, services retailing, types of ownership</p> <p>Multi Channel Retailing meaning, the evolution toward multi channel retailing-</p> <p>Franchising Types, advantages, challenges, franchising in India.</p>	15
II	<p>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</p>	15

	<p>Multiple sources of advantages strategic retail planning process</p> <p>Role of Information Technology in retailing</p> <p>Merchandise Management & Inventory Management meaning, organizing the buying process by categories setting objectives for the merchandise plan sales forecasting, the assortment planning process Improving the productivity of the store</p> <p>Buying merchandise branding options available to retailers private labeling, international sourcing decisions pricing strategy</p> <p>Price Adjustments meaning of terms like markdowns, coupons, rebates, price bundling, multiple unit pricing, variable pricing</p>	
III	<p>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</p>	15
IV	<p>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</p>	15

Continuous Internal Assessment:

Mid semester test

Project Work- Presentation

Reference books:

1. Michael Levy & Barton A Weitz, "Retailing Management", Tata McGraw 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. SwapnaPradhan, "Retailing Management – Text and Cases", 3rd Edn, Tata McGraw 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.

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0608

Econometrics (Elective III) [60 lectures]

Learning Objectives:

1. To introduce students to the fundamentals of Econometrics
2. To familiarize students to use of Computers for Econometric Calculations

Units	Title	No. of Lectures
1	Classical Linear Regression Model: PRF & SRF; Assumptions, Derivation and Properties of OLS Estimators; ANOVA and Coefficient of Determination of the Goodness of Fit	15
2	Extension of Classical Linear Regression Model: 2-Regressor Model and Testing of their Parameters; Regression through the Origin; Double Log Model; Semi-Log Model; Reciprocal Model; Polynomial Model	15
3	Shortcomings of Classical Linear Regression Model: Multicollinearity: Detection, Consequences, Remedial Measures; Spearman's Rank Correlation Test & Durbin-Watson Test Heteroscedasticity: Detection, Consequences, Remedial Measures; Variance Inflating Factor; R^2 Test; Ratio Transformation; Increase in Sample Size Auto-Correlation: Detection, Consequences, Remedial Measures; Runs Test, Durbin-Watson Test; Weighted Least Square Method	20
4	Input-Output Analysis: Input-Output Assumptions and Table; Balanced Equations and Technical Co-efficient; Hawkins-Simon Conditions, Closed and Open Model; Revenue, Cost & Profit Estimation	10

Continuous Internal Test:

Traditional Pen-to-Paper Test & Project Work

Basic Reference:

Gujarati, Porter and Gunasekar, 'Basic Econometrics', McGraw Hill Publication, 5th Edition (2012)

Other References:

1. Kmenta, Jan, 'Elements of Econometrics', Pearson
2. Miller, Ronald and Peter Blair, 'Input-Output Analysis Foundations and Extensions', Prentice Hall Publication.
3. Salvatore, Dominick & Derrick Reagle, 'Theory and problem of Statistics and Econometrics', Schaum Outline Series, McGraw Hill
4. Woolridge, Jeffery, 'Introductory Econometrics', Cengage Learning