

DETAILED SYLLABUS FOR BBS FOR ADMISSIONS FROM 2010-11 AND ONWARDS

Sem. No.	Paper No. and Title
I.	101: Business Communication
	102: Fundamentals of Management
	103: Business Statistics and Applications
	104: Financial Accounting
	105: Computer Practical
II.	201: Organisational Behaviour
	202: Public Relations and Corporate Image
	203: Business Economics-I
	204: Information Technology for Business
	205: Computer Practical
III.	301: Marketing Management
	302: Quantitative Techniques for Management
	303: Business Economics-II
	304: Cost & Management Accounting
	305: Computer Practical
IV.	401: Human Resource Management
	402: Business Research
	403: Production & Operations Management
	404: Financial Management
	405: Computer Practical
V.	501: Business Ethics & Corporate Governance
	502: Project Management & Entrepreneurship
	503: Elective Paper F-1/M-1/H-1
	504: Elective Paper F-2/M-2/H-2
	505: Computer Practical
VI.	601: Business Policy & Strategy
	602: Legal Aspects of Business
	603: Elective Paper F-3/M-3/H-3
	604: Elective Paper F-4/M-4/H-4
	605: Project Submission (Functional Specialization)

The Elective papers in the functional specialization will be as follows:

Finance:

F-1: Investment Analysis and Portfolio Management.
F-2: International Finance.
F-3: Financial Market and Services.
F-4: Income Tax and Planning.

Marketing:

M-1: Consumer Behaviour.
M-2: Personal Selling and Sales Force Management.
M-3: Advertising and Brand Management.
M-4: Retail Management.

Human Resource Management:

H-1: Training and Management Development.
H-2: Performance and Compensation Management Systems.
H-3: Industrial Relations and Labour Legislation.
H-4: International Human Resource Management.

Paper No. 101: BUSINESS COMMUNICATION

Objectives

Communicating effectively in speaking & writing extends across all areas of business, including management, social & technical positions. Therefore, the objective of this paper is to develop effective communication skills of our students.

Course Contents

Unit I

Introduction to Business Communication, Basic form of Communication – Downward, upward and Horizontal communication, Process of communication, Corporate Communication – Formal and informal communication network, Grapevine – single strand, gossip, cluster, Probability, Importance of Grapevine, Miscommunication or Barrier to communication – Wrong choice of medium, Physics barriers, Semantic barriers, different Comprehension of reality, Socio psychological barriers, Principles of Communication - 7c's concept

Unit II

Writing Skills: Planning business messages, Business letters, Memo formats, Request letters, Good news letters, Bad news letters, Persuasive letters – AIDA, Sales letters, collection letters
Detailed Project Report Writing and presentation

Unit III

Oral Presentation – Principles of oral presentations, Factors effecting presentations, Non Verbal communication – Appearance, Body language, Para language, Time, Space, Silence, Effective Listening – factors affecting listening, Improving, listening

Unit IV

Interviewing Skills – Interviewer's preparation, Interviewee's preparation, Types of interview
Communication for Employment – Resume: Formulating Career Plans, Planning your Resume
Structuring the Resume, Content of the Resume, Electronic Resumes

Unit V

International Communication – Cultural sensitiveness, Cultural context, Negotiation Skills – Process, Strategies, Issue in Negotiation – Collective bargaining, Process & Essentials of effective BC.

Reading:

1. Ronald E. Duleck, John S. Fielden: Principles of Business Communication
2. Murphy and Hiderbrandt: Business Communication
3. Bovee Thill: Business communication Today, Mc Graw Hill
4. Malra Treece, Allyn and Bacon: Successful communication
5. Randall E. Majors Harper & Rom: Business communication
6. Harpert & Row Western: Guide to effective letter writing
7. Persing: Business communication dynamics
8. Mary Ellen Guffoy: Business communication
9. Fred Lutham: Organizational Behavior (For Negotiation Skill)
10. C.B Mmoria: Industrial Relation (For the topic of collective bargaining)

Note: Latest Edition to be referred

Paper No. 102: FUNDAMENTALS OF MANAGEMENT

Objective:

To acquaint the students with the fundamentals of managing business

Course contents:

Unit I

Basic forms of Business Ownership : Sole proprietorship, Partnerships, Corporations/Company Advantages & Disadvantages; Choosing a form of Business ownership; Corporate Expansion : Mergers and Acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance . Special forms of ownership : Franchising, Licensing, Leasing Cooperatives : Advantages and Disadvantages.

Unit II

Evolution of management theory: Classical, Behavioural, Systems contingency approaches to management: Mckinsey 7S Framework, Six Sigma, TQM, Learning organisations. Business Process, Reengineering; Management challenges for the 21st century, Managerial functions, Managerial Roles (Henry Mintzberg) Managerial skills.

Unit III

Overview of Planning: Types of Plans, Organisational levels, Interaction between Plan Types and Levels. Decision making: Process, Types and Techniques; Planning Process: Analyzing the environment, Setting objectives, Determining Requirements Assessing Resources, Developing Action Plans, Implementing Plans, Monitoring outcomes; Planning tools: Budget, Goal setting: MBO; Control function: Control Process; Scope of Control in the organisation: Strategic, Tactical, Operational control; Factors in control effectiveness.

Unit IV

Formal and Informal Organisations, Principles of organizing, Common organisational structures: Functional product, Division, Customer, Geographic / Regional, Matrix, Hybrid, Networking organisational structures, Mechanistic versus Organic structures; Authority, Delegation & Decentralization: Types of authority, Decentralization of authority, factors affecting the extent of decentralization, Formal & Informal delegations, Characteristics, Process, Principles of delegations.

Case study – The case study will be inter-topic

Readings:

1. Koontz & Heinz Wehrich, Essential of management Mc Graw Hill (1999)
2. Stoner & Wankel :Management
3. Stephen P. Robbins :Management
4. Y.K. Bhushan , Fundamentals of Business Organisation & Management X Edition

Paper No: 103: BUSINESS STATISTICS AND APPLICATIONS

Objective:

To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit I

Measures of Central Value: Meaning. Need for measuring central value. Characteristics of an ideal measure of central value. Types of averages - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis

Unit II

Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, Geometric, Uniform, Exponential and Normal distribution. Central limit theorem.

Unit III

Correlation Analysis: Meaning and significance. Correlation and Causation. Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance. Regression vs. Correlation. Regression lines (X on Y, Y on X)

Unit IV

Index Numbers: Meaning and significance. Problems in construction of index numbers. Methods of constructing index numbers - Weighted and Un-weighted (simple aggregative and simple average of price relative methods). Tests for adequacy of index numbers. Chain index numbers. Base shifting, Splicing and Deflating the index numbers. Consumer price index – meaning and need. Introduction to Stock market indices; Analysis of Time Series: Meaning and significance. Utility. Components of time series. Models (Additive and Multiplicative), Measurement of trend - Freehand method, Semi-average method, Moving average, Method of least squares. Measurement of seasonal variations - method of simple averages, ratio to trend method.

Readings:

1. S.P. Gupta (S.P.) : Statistical Methods, Sultan Chand & Sons, 34th Edition
2. Richar Levin & David Rubin : Statistics for management, Prentice Hall
3. Boot & Cox : Statistical analysis for managerial decisions, Tata McGraw Hill
4. I.C. Dhingra & M.P. Gupta: Lecture in business statistics

Paper No: 104 - FINANCIAL ACCOUNTING

Objective:

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Contents

Unit I

Introduction to Financial Accounting: Accounting as a System, Importance and Scope, Limitations; Concepts, Principles and Conventions – Generally Accepted Accounting Principles; The Accounting Equation; Nature of Accounts, Types of books (Primary and Secondary) and Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance and Introduction to Accounting errors;

Unit II

Preparation of Final Accounts: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries (not very advanced), Introduction to Accounting Standards related to Revenue recognition, Accounting for Fixed assets (AS 9) and Depreciation (AS 6), Inventory and their impact on final accounts

Unit III

Annual Report of a Joint Stock Company - Chairman's Statement, Directors' Report, Management Discussion and Analysis, Report on Corporate Governance, Auditors' Report, Corporate Income Statement and Balance Sheet, Significant Accounting Policies and Notes on Accounts, Introduction to Corporate Financial Statements: Preparation of Cash Flow Statement as per AS-3 (revised). Understanding contents of financial Statements of a Company as per schedule VI of the Indian Companies Act 1956 and provisions of Companies Act relating to security premium, Capital reserves, dividends, distributable profits and types of shares. Understanding different types of Profit, viz., PBIT, PBT, PAT, Operating Profit and Distributable Profit.

Unit IV

Financial Statement Analysis: Horizontal and Vertical analysis (Common size statement), Financial Ratios: Meaning and Usefulness of Financial Ratios. Analysis of ratios from the perspective of Stakeholders like Investors, Lenders, and Short-term Creditors. Liquidity Ratios, Solvency Ratios, Profitability Ratios, and Turnover Ratios; Introduction to Accounting Standards on Disclosure of Accounting Policies, Cash Flow Statement, Revenue Recognition, Accounting for Fixed Assets and Earnings per Share issued by the ICAI.

Note: Lab classes shall be allotted to learn Computerized Accounts. Students shall be expected to learn creation of vouchers and recording transactions; preparing reports – Cash Book, Ledger Accounts, Trial Balance, Income Statement and Balance Sheet by using a reputed Accounting Software package. Evaluation of lab work shall be done separately and shall not be a part of theory paper of Financial Accounting.

Reading:

1. Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks
2. Tulsian, P.C., Financial Accounting, Pearson
3. Maheshwari, S.N. & Maheshwari, S.K. , Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers
6. Gupta, Ambrish: Financial Accounting for Management
7. Bhattacharyya, Asish K., Financial Accounting for Business Managers
8. Jain, S.P. & Narang, K.L., Advanced Accountancy

Paper No: 105 - COMPUTER PRACTICAL

Word Processing Software: Working with text (creating, saving, formatting), Setting margins and page breaks, headers, footers, endnotes, footnotes, Tabs, Tables, Sorting, paragraph setting, Mail merge- creating and editing the main document & data source, Linking and embedding.

Spreadsheets Software: Basic concepts, working with worksheet – editing and formatting, understanding cell referencing – absolute, mixed, relative, using formulas – statistical, mathematical, logical, financial, text, Pivot Table and Report , Goal Seek, working with charts.

Presentation Software: Making presentation, auto content wizard, adding text to the slides, PowerPoint views, inserting features, adding pictures to a slide, creating a chart, change color scheme, add graphics, inserting video, moving slides, animation and sound, design templates, slide transition effect, self running presentation,

Reading:

1. Manuals for MS-Office, Excel, MS -Word, MS – Access
2. Mansfield. Ron, Compact Guide to MS - Office, BPB Publications.
3. David Angell Microsoft Office Word 2003 Bible
4. Faithe Wempen - Special Edition Using Microsoft Office Word 2007
5. Julia Kelly- The Unofficial Guide to Excel 2003
6. David Rivers PowerPoint 2003 Essential Training
7. Greg Perry, Microsoft Office 2007, Sam Teach your self, Pearson Education.
8. Mansfield, MS Office, Reprint 2006, Tata McGraw-Hill ,
9. Microsoft Office System step by step, 2003 edition, PHI, Vikas Guptha, Comdex Computer Course Kit, Office 2007, Dreamtech Press, Wiley-India

Paper No: 201 - ORGANISATIONAL BEHAVIOUR

Objectives:

To understand individual and group behaviour at work place and to improve the effectiveness of an organisation.

Course Contents:

Unit 1

Conceptual Foundations and Importance of organisation Behaviour, Management Challenges, A Paradigm Shift, Individual Behaviour at Work, Perception and Attribution: Concept, Nature, Process, Attitude: Components, functions and changing attitudes; Personality: Concept, Types and Theories of Personality: Learning: Concept and Theories of Learning, reinforcement, Right and Left brain concept, Emotional Intelligence.

Unit II

Motivation: Concepts and their application, Need (Maslow and Herzberg), Content & Process theories, Expectancy theory, Equity theory, goal Setting theory, Empowerment and economic incentives as motivational tools.

Unit III

Leadership: Leaders and Leadership Process: Traits, Behaviours, and situations theories, Blake & Mouton's: Managerial grid, Hersey & Blanchard's situational Leadership Model, Likert's 4 system model, Fiedler's Leadership contingency theory, House's Path-goal theory, Contemporary Leadership issues: Charismatic, Transformational Leadership, Substitutes and Neutralizers for Leadership.

Unit IV

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups, Importance of team work in organisations, developing team leadership skills, Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

Unit V

Organisational Power and Politics: Concept, Sources of Power, Nature of organisational politics Distinction between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power, Guidelines for developing political skills, Negotiation process.

Unit VI

Organisational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Unit VII

Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict.

Readings:

1. Robbins Stephen P.: Organisational Behaviour, Pearson Education, 12th Edition
2. Luthans Fred : Organisational Behaviour, Tata Mc Graw Hill
3. Davis, Keith: Human Behaviour at Works, Tata Mc Graw Hill, New Delhi.
4. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E.: Management of Organisational Behaviour: Leading Human Resources, Pearson Education, 8th Edition

Supplementary Readings:

1. Newstrom John W.: Organisational Behaviour, Tata Mc Graw Hill, 12th Edition
2. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata Mc Graw Hill, 3rd Edition

3. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India
4. Pareek, Udai: Behavioural Process in Organisation, Oxford 4 IBH, New Delhi
5. Tosi, Rizzo, & Carroll: Managing Organisational Behaviour-Blackwell Publishers
6. Gregory Moorhead, Ricky. W. Griffin (Biztantra 7 th Edition)

Paper No: 202 - PUBLIC RELATIONS & CORPORATE IMAGE

Objective

To familiarize students about concepts of public relations and make them understand its applications in the different professional areas to create a mutually beneficial environment between an organisation and its Stakeholders.

Course contents

Unit I

Development of Public Relations: Meaning, nature & scope of public relations, elements of public relations- human relations, empathy, persuasion & dialogue, development of public relations in the Indian context, organising a company's public relations department - Public relations & place in organisational chart, working with other departments.

Unit II

Open System Model of Public Relations, Public Opinion: Factors influencing formation of attitudes, governors of opinion change, generators of opinion change, principles of public opinion, role of opinion leaders, principles of persuasion, Issue Management

Unit III

Tools & Media: Internet & intranet, newspapers, magazines, radio & T.V., publicity, advertising- institutional, periodicals- internal & external communication, special events in public relations, propaganda, campaigns.

Unit IV

Public Relations- the 4 step process: Defining PR problem, planning & programming, action & communication strategy, evaluating the program.

Unit V

Corporate Relations: Public relations with the Government: Public relation for private sector. Employee Relations: Interaction between management & employees, internal Communication media. Media & press relations: Importance of press and its role in building the corporate image, press visits, arranging for press coverage, preparing a press kit, feature stories, articles, press note, press communique & press release. Financial Public Relations: Types of financial public, role of PR in maintaining contact with financial publics; Annual reports and financial coverage, Arranging for annual general meetings. Distributor & Dealer Relations: Objectives of distributor - dealer relation program, tools and media of communication. Supplier Relations: Functions of PR department, objectives of supplier relation program, tools and media of communication. Consumer Relations: Objectives of consumer relations program, planning of consumer relations program, media communication and special events. Community Relations: Community relations program, objectives & policy, media of communication with community. Introduction to International Public Relations & its importance

Unit VI

Public Relations & crisis management: Different types of crisis faced by organisations, role of PR in managing crisis and improving image post crisis.

Note: The paper should be taught with special emphasis on practical applications via the case study method.

Readings:

1. Fraser Moore and Frank Kalupa, Public Relations: principles, cases & Problems (MK) Surjit Publications (1987 / Latest Edition)
2. Balan: Applied PR and Communication (B) Sultan Chand Publications (3rd edition / Latest Edition)
3. Cutlip and Center: Effective Public Relations (CC), Prentice Hall (1985)

Supplementary Readings:

1. Allen H Centre and Patrick Jackson, Public relation practices, PHI
2. Philip Lesley: Handbook of Public relation and communication, Jaico Pub.

Paper No. 203 - BUSINESS ECONOMICS 1

Objectives

The purpose of this course is to apply microeconomics concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how the tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in course of teaching.

Course Contents

Unit I

Demand, Supply and Market Equilibrium: Individual demand for a product, market demand for a product, determinants of demand, individual supply of a product, market supply of a product, determinants of supply, market equilibrium.

Unit II

Elasticity of Demand & Supply: Price elasticity of demand and its determinants, income elasticity of demand and its determinants, cross price elasticity of demand and its determinants, elasticity of supply and its determinants.

Unit III

Theory of Consumer Behaviour: Marginal utility theory & its weaknesses, indifference curve theory, indifference curves & its properties, budget line, price consumption curve - price effect, income consumption curve - income effect, substitution and income effects - normal, inferior and Giffen goods, application of indifference curve theory, income leisure trade off, direct vs. indirect tax.

Unit IV

Theory of Production: Production with one variable input, production function, concept of total product, average product and marginal product, law of diminishing marginal productivity, geometry of product curves, three stages of production. Production and optimal input proportions: two variable inputs, production isoquants, marginal rate of technical substitution, returns to scale, optimal combination of resources, input prices and isocosts, maximising output subject to a given cost, minimising cost subject to a given output.

Unit V

Theory of Costs: (Brief Introduction) Theory of short run costs - geometry of cost curves, long run theory of costs. Envelope curve, economics & diseconomies of scale. Modern theory of costs (Short Run, Long Run)

Unit VI

Theory of Firm & Market Organisation: Theory of price in perfectly competitive markets- features of perfect competition, short run equilibrium of firm and industry, long run equilibrium of firm and industry, effect of changes in fixed cost, variable cost and market demand & taxes on equilibrium, perfect competition and optimal allocation of resources. Theory of price under monopoly- features of monopoly, short run equilibrium, long run equilibrium, is there any supply curve under monopoly? Effects of changes on fixed cost, variable cost, taxes and market demand on equilibrium, comparison of monopoly and perfect competition, price discrimination basic model, welfare cost of monopoly. Theory of price under monopolistic competition- features of monopolistic competition, short run equilibrium, long run equilibrium, excess capacity, comparison of monopolistic & monopolistic competition, comparison of monopolistic & perfect competition. Theory of Price under oligopoly- Kinked demand curve model, dominant price leadership, long run adjustments & efficiency implications of oligopoly

Readings:

1. Lipsey and Chrystal: Economics ed. 11, Oxford University Press
2. Salvatore: Microeconomics, ed. 4
3. Browning & Browning: Microeconomics, latest edition
4. Koutsyannis: Microeconomics, latest edition

Paper No 204 - INFORMATION TECHNOLOGY FOR BUSINESS

Objective:

The Objective of the course is to provide hands on experience to students in using computers for data organization and addressing business needs.

Course Content

Unit I:

I. S. Fundamentals :Information System – Concepts (data, information, System Modeling) Functional components of computer; Information Resource Management - Hardware resource, Software resource, Data resource - Need, Components, Benefits over traditional file system, Classification & Types, Advantages, Disadvantages & Limitations of each., Network resource - Components, Classification & Type, Advantages, Disadvantages, Limitations of each, Computer Network Network, Peer to peer and client server network, Standard protocol, modem, Internet service provider, Internet today, log on to the internet, world wide web, web site, web page and hyperlink, web terminology, http, URL and domain name, browsing or surfing the web, search engines, internet telephony

Unit II

IS for Decision Making Purpose : Architecture, development and maintenance of Information Systems, Centralized Decentralized & Distributed Information Systems, Factors of success and failure, value and risk of IS; IT Strategy and Competitive Advantage- Maximizing value from IT investments , The information resource and the economics of the firm , IT-enabled business models , Obtaining competitive advantage from IT ; Integration and automation of business functions and developing business models.

Unit III

System Analysis and Design; Basic Introduction to Models and approaches

Unit IV

Information System at various level in the Organization Role and advantages of Transaction Processing System, Management Information System, Decision Making through Information System – Types of Decision Making , Decision Support System , Executive Information System ; Managing the internetworked organization - Designing, improving, and securing computer operations

Unit V

Recent trends in Information System: Introduction to Data warehouse and Data mining – Concepts, Data Warehousing life cycle, data warehousing architecture, data Modeling; Expert System and Artificial Intelligence, Robotics, Knowledge Management, ERP, CRM, SCM, Ecommerce – concepts, legal issues and security, EDI, Mobile Commerce

Reading:

1. Effy OZ, Management Information Systems, Thomson , Latest Edition , Cengage Publication.
2. James A. O' Brien, Management Information Systems, Latest Edition, Tata McGrawHill.
3. W.S Jawadekar, Management Information System, Latest Edition, Tata Mc-Graw Hill
4. Raj K. Wadwha, Jimmy Dawar, P.Bhaskara Rao, MIS and Corporate Communications, Latest edition, Kanishka Publishers.
5. Kenneth C. Landon, Jane P. Landon, MIS:- Managing the digital firm, Pearson Education.
6. Peter Norton's, Introduction to Computers, Tata McGraw-HILL
7. Bhatnagar, S.C. and Ramani, K.V., Computers and Information Management
8. Morley, Understanding Computers, 10/e Thomson, 2007.

9. Norton, Introduction to computers, 2007 Tata McGraw-Hill ,
10. Deepak Bharioke, Fundamentals of Information Technology, 3/e, 2005
11. V.Rajaraman, Introduction to Information Technology, PHI.
12. Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, Introduction to Information Technology, Second Edition, Wiley India, 2006.

Paper No: 205 – COMPUTER PRACTICAL

DBMS Package: Creating, modifying & saving a database; creating relationships between tables, using queries-query window, criteria & saving queries, queries through select statement, Filtering Records, Filter by Selection, Filter by Excluding, Filter by Form, Advanced Filter/Sort, Freezing columns

Working with forms: Using Form Wizard, putting list box, combo box on form, selecting & resizing labels, & data, moving adding & editing labels.

Creating Reports: Using Report Wizard, Sorting & grouping of records, choosing a format for reports.

HTML: Overview of HTML , Introduction to HTML , Creating an HTML Document , Formatting text with HTML - Paragraph Formatting with HTML , Character Formatting with HTML , Comparing Procedural and Descriptive Formatting , Adding local and remote links - Adding Local and Remote Links Adding Internal Links with the Named Anchor Tag , Adding graphics - Linking and Embedding Graphics , Creating lists in HTML - Creating Lists and Nested Lists , Creating tables in HTML - Creating and Modifying Tables , Creating Advanced Table Elements , Setting Body and Background Attributes - Setting Background and Text Colors

Front Page: basis of web page designing, front page editor, creating a web site, saving a web site, themes, hyperlink and tables.

Reading:

1. Michael Alexander - Microsoft Access Data Analysis: Unleashing the Analytical Power of Access
2. Matthew MacDonald - Access 2007: The Missing Manual
3. Martin Matthews and John Cronan - Microsoft Office FrontPage 2003 QuickSteps
4. Wendy L. Willard - HTML A Beginner's Guide.
5. Jennifer Niederst Robbins and Aaron Gustafson- Learning Web Design: A Beginner's Guide to (X)HTML, StyleSheets, and Web Graphics

Paper No : 301 - MARKETING MANAGEMENT

Objective:

To familiarize the students with the marketing function & concept of marketing mix & study the marketing mix of some companies operating in India.

Course Contents:

Unit I

Introduction (Nature & Scope of Marketing): Evolution; core marketing concepts; company orientation-production concept, product concept, selling concept, marketing concept, Holistic marketing concept; portfolio approach-BCG matrix; Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Segmentation Targeting and Positioning: Levels of market segmentation, basis for segmenting consumer markets, difference between segmentation, targeting and positioning.

Unit II

Product Decisions: Concept of PLC, Introduction to International PLC, PLC marketing strategies, product classification, product line decision, product mix decision, new product development, branding decisions, packaging & labelling.

Unit III

Pricing Decisions: Determinants of price, pricing methods (non mathematical treatment). Adapting Price (Geographical pricing, promotional pricing and differential pricing).

Unit IV

Promotion Mix: Factors determining promotion mix, promotional tools – basics of advertisement, sales promotion, public relations & publicity and personal selling.

Unit V

Place (Marketing channels): Channel functions, channel levels, types of intermediaries (types of retailers, types of wholesalers).

Unit VI

Marketing of Services: An introduction to services, Role of Service Sector in the economy, Unique characteristics of the Service Industry, Marketing strategies for service firms – 7Ps.

Unit VII

Contemporary issues: Consumerism, Green marketing, introduction to rural markets.

Note:

1. Every topic is to be exemplified with at least 2 examples and case studies from the Indian context.
2. Relevant chapters of a later edition when released may be referred to
3. List of recent articles and reports and specific cases will be announced at the commencement of the course.

Readings:

1. Kotler, Keller, Koshy Jha , Marketing Management,12th ed.
2. Kotler & Armstrong , Principles of Marketing
3. Marketing , Zikmund D Amico
4. Kurtz & Boone, Principles of marketing
5. Evans & Burman, Marketing Management
6. Hoffman , Marketing of Services

Paper No 302 - QUANTITATIVE TECHNIQUES FOR MANGEMENT

Objective:

To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts formulation and interpretation.

Course contents:

Unit I

Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: - Multiple optimal solution, infeasibility, unbounded solution)

Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method.

Duality and Sensitivity (emphasis on formulation & economic interpretation)

Integer programming: Formulation & solution through Gomorry Cut method

Zero-one programming: Formulation only

Unit II

Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogels Approximation Method (VAM), Modified Distribution Method. (Special cases:-Multiple Solutions, Maximization case, Unbalanced case, prohibited routes)

Elementary Assignment: Hungarian Method, (Special cases: -Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

Unit III

Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV

Decision Theory: Pay off Table, OpporTunity Loss Table, Expected Monetary Value, Expected OpporTunity Loss, Expected Value of Perfect Information and Sample Information

Markov Chains: Predicting Future Market Shares, Equilibrium Conditions. (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation.

Introduction to Game Theory: Pay off Matrix- Two person Zero- Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods.

Introduction to Simulation: Monte Carlo Simulation

Note:

1. Topic wise readings case studies & assignments will be given in the class.
2. Term Paper will be compulsory practical by using Quantitative Software for business (computer package)

Readings:

1. N. D. Vohra, Quantitative Management, Tata McGraw Hill
2. Barry Render & Ralph M. Stair, Quantitative Analysis for Management, Allyn - Bawn Inc.
3. Yih Long Chang & Robert Sullivan, Quantitative System for Business Plus
Prentice Hall. [Computer Software]
4. P.C Tulsian, Quantitative Techniques for management

Paper No 303 - BUSINESS ECONOMICS- II

Objective

This course deals with the principles of macroeconomics. The coverage includes determination of and linkages between major economic variables; the level of output and prices, inflation, interest rates and exchange rates. The course also covers the study of economic environment of India in the light of Globalisation

Course Contents

Unit 1: Classical Theory

Income & Employment, Quantity Theory of Money- Cambridge version, Classical Aggregate Demand Curve, Classical Theory of Interest Rate, Policy Implications of the Classical Equilibrium Model (Fiscal Policy & Monetary Policy)

Unit 11: Keynesian Theory - Income & Employment

Simple Keynesian Model, Components of Aggregate Demand, Determining Equilibrium Income Change in Equilibrium Income, (Brief introduction to multiplier- Investment, Govt. Expenditure, Lump sum Tax and Export), Fiscal Stabilisation Policy, Exports and Imports in simple Keynesian Model, Keynesian Aggregate Demand combined with supply Curve, Keynesian AD curve combined with AS under following assumptions

S Flexible Price - Fixed Money Wage

S Flexible Price and Variable Money Wage

S Money in the Keynesian System

Unit 111: IS -LM Model

Policy Effects in the IS-LM Model Factors that effects equilibrium income and interest rate •/
Relative Effectiveness of Monetary and Fiscal Policy

Unit IV: Consumption

A PC, MPC, Factors Effecting Consumption - Rate of Interest, Income Distribution, Price Expectation, Money Illusion, Financial Assets, Price level, Investment: Meaning of investment
Marginal efficiency of capital, Marginal efficiency of investment

Unit V: Open Economy

A brief introduction to the BoP account, Exchange Rate and the market for foreign exchange; Monetary and Fiscal Policy in the open economy, Mundell Fleming Model, Imperfect Capital mobility, Perfect Capital Mobility, India's Balance of Payment - Trends since I W1 and Reasons
Globalisation and its impact on Indian economy

Unit VI: Inflation

Meaning, Natural rate theory, Monetary Policy - output and inflation, Short run and long run (No Policy Implications). inflation in India-Demand and Supply side factors affecting prices, consequences of inflation, anti-inflationary policies of Government

Note: The performance of the Indian Economy with respect to Macro Economic Variables in the previous year to be discussed from Macro Economic Framework Statement in the Latest Union Budget. Emphasis to be only on the changes in these variables. Students are not required to memorise figures for the same.)

Readings:

Macroeconomics: Theories and policies (8th Edition) by Richard T. Froyen

Macroeconomics (Latest Edition) by Edward Shapiro

Principles of Macro Economics (3rd Edition) by Soumyen Sikdar

Indian Economy (27th edition) by Shaikh Saleem

Business Environment (2nd Edition) by Mishra & Puri

Economics (11th Edition) by Lipsey and Chrystal

Union Budget Statement

Paper No: 304 - COST & MANAGEMENT ACCOUNTING

Objective:

To acquaint students with Cost accounting concepts and its application in managerial decision makings.

Course Contents

Unit I

Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet.

Classification of Costs: Fixed, Variable, Semi-variable, and Step costs; Product, and Period costs; Direct, and Indirect costs; Relevant, and Irrelevant costs; Shut-down, and Sunk costs; Controllable, and Uncontrollable costs; Avoidable, and Unavoidable costs; Imputed / Hypothetical costs; Out-of-pocket costs; Opportunity costs; Expired, and Unexpired costs; Conversion cost.

Cost Ascertainment: Cost Unit and Cost Center, Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit II

Cost-Volume-Profit Analysis: Contribution, PV Ratio, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Production through Machine or Manually.

Unit III

Cost systems: Job costing, Cost sheet, Process costing, Process losses and wastage, Abnormal effectives, Work-in-progress - computation of equivalent Units (FIFO method).

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget.

Unit IV

Standard Costing and Variance Analysis: Material, Labor & Overhead variances only. Responsibility Accounting.

Only elementary concept about the following types of costing (no numericals):

Target costing, Life cycle costing, Quality costing, Activity based costing.

Reading

1. Maheshwari, S.N., and Mittal, S.N., Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers), Delhi
2. Bhardwaj, P.N.A., Batra, V.K., and Batra, R.K., Cost Accounting for Managers, Global Business Press, New Delhi
3. Horngren, C.T., Foster, G, and Datar, S.M., Cost Accounting: A Managerial Emphasis, Prentice Hall of India Pvt. Ltd., New Delhi
4. Henke, E.O., and Spoede, C.W., Cost Accounting: Managerial Use of Accounting Data, PWS-KENT Publishing Company, Boston
5. Jawaharlal & Seema Srivastava: Cost Accounting, Tata McGrawhill.

Paper No: 305 - COMPUTER PRACTICAL

Software for Business Analysis and Integration ie use of Business Performance and Benchmarking Software: Prowess / Capital Line or any other Equivalent Package

SAP- ERP / CRM or equivalent: Hands on Experience with enterprising Software including various functioning of various modules viz Manufacturing, Inventory, Payroll and HR , Sales and forward and backward integration with CRM and SCM software respectively.

Reading:

1. Alexis Leon , Enterprise Resource Planning -
2. V.K. Garg & N.K. Venkitakrishnan , ERP Ware: ERP Implementation Framework
3. Garg & Venkitakrishnan, ERP Concepts and Planning -

Paper No: 401 - HUMAN RESOURCE MANAGEMENT

Objective

The objectives of this course are to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India. Attention will also be paid to help them develop their communication and decision making skills through case discussions, role plays etc.

Course contents:

Unit I

HRM: Concept, functions, roles, skills and competencies. The changing environment of HRM – Globalization, cultural environment, work force diversity, corporate downsizing, changing skill requirement, technological changes. HRM support for improvement programs- re engineering processes, contingent work force, decentralised work sites. HR as a strategic partner, Work life balance.

Unit II

Human Resource Planning: Process of human resource planning, forecasting demand and supply, skill inventories, HRIS, succession planning. Job Design, JCM, Job Analysis: Uses and Methods, Job description and Job specification.

Unit III

Recruitment, selection & orientation: Internal & external sources of recruitment, e-recruitment, advantages & problems of internal & external recruitment, steps in placement and selection process, Selection tests and Interview, Orientation Programme.

Unit IV

Training: Concept, Need, Methods, Management Development: Concept and methods, organisational development: concepts and methods. \

Unit V

Compensation: Methods of job evaluation, components of pay structure, factors influencing compensation levels, wage differentials, incentives, time wage, piece rate, Halsey plan, Merrick's plan, Bedeaux plan, Emerson's efficiency plan (a brief introduction of the methods), profit sharing, gain sharing, employees stock option plans, benefits – a brief introduction of social security, health, retirement and other benefits.

Unit VI

Performance Management System: Uses of performance appraisal, appraisal methods, factors that can distort appraisal, appraisal interview, Career Management: Career anchors, career life stages, career planning, Introduction to Industrial relations, Machinery for settlement of disputes. Collective Bargaining- Process of collective bargaining, problems of collective bargaining.

Unit VII

Other Issues in HRM: HRM as a strategic partner, International/Global Issues in HRM, Cultural issues, Compensation issues, Ethnocentric, Geocentric, Polycentric Approaches.

Readings:

1. Gary Desslar, HRM, Prentice Hall, 2008
2. David A. Decenzo & Stephen P. Robbins , HRM, 2001
3. R Wayne Mondy Rober M. Noe , HRM, Pearson,2006
4. Monappa & Saiyaddin , Personnel Management, Tata McGraw Hill (2000)
5. V.S.P. Rao , Human Resource Management, Excel Books
6. C.B. Memoria , Personnel Management, Himalaya Publishing House

Paper No: 402 - BUSINESS RESEARCH

Objective:

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Contents:

Unit I:

Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs Business Research problem.

Unit II

Research Design: Exploratory, Descriptive, Causal.

Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit III

Primary Data Collection: Survey Vs Observations. Comparison of self administered, telephone, mail, emails techniques.

Qualitative Research Tools: Depth Interviews focus groups and projective techniques.

Unit IV

Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design, Sampling: Sampling techniques, determination of sample size

Unit V

Data Analysis: (Prior knowledge of descriptive statistics and univariate analysis, simple correlation and regression assumed); Z test (mean, diff. of mean, diff. of proportion)
t test (mean), paired t test, Chi square test

Unit VI

Communicating the research results – Report preparation & presentation

Readings:

1. Zikmund, Babin and Carr – Business Research Methods.
2. Cooper & Schindler – Business Research Methods.
3. Churchill – Marketing Research.
4. Naresh Malhotra – Marketing Research.
5. Boyd – Marketing Research Concept & Cases.
6. Aaker, Kumar, Day – Marketing Research.

Paper No : 403 - PRODUCTION & OPERATIONS MANAGEMENT

Objectives:

To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), control charts, Elementary Queuing Theory : Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1),M/M/C : Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables

Acceptance sampling: Single sampling plans using cumulative poisson tables/thorn dike charts.

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi

6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, & Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western

Paper No: 404 - FINANCIAL MANAGEMENT

Objective:

To acquaint students with the techniques of financial management and their applications for business decision making.

Course Contents:

Unit I

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity- computer exercises using financial formulae in spreadsheets; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures; Measures of total risk- standard deviation, coefficient of variation. Expected risk and return using probabilities, Unsystematic risk- beta. Calculation of alpha & beta using regression with the help of spreadsheets (regression already done in statistics paper in first year); Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitably Index Method.

Unit II

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights; Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach.; Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit III

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ (Basic Model), Determination of Working Capital. Determining Financing Mix of Working Capital.

Unit IV

Financial Markets: overview, types-primary and secondary, money market and capital market, regulators, financial instruments-domestic and internationals (ADR/GDR; Euro issues and foreign Bonds), Private placements, Indian Financial Market and its integration with Global financial market

Reading

1. M.Y. Khan & P.K. Jain , Financial Management, Tata McGraw Hill Pubilshlng Co. Ltd.
2. Ross, Westerfield, Jordan, Irwin , Fundamentals of Corporate Finance, McGraw Hill
3. Brealey & Meyers , Principles of Corporate Finance, Irwin -McGraw Hill
4. Rustogi , Financial Management
5. I.M. Pandey , Financial Management
6. Van Horn , Financial Management

Paper No: 405 - COMPUTER PRACTICAL

Introduction to Statistical Package – SPSS or SAS (or any other equivalent)

A Brief Introduction to SPSS: Introduction, Data Entry, The Data View Spreadsheet, The Variable View Spreadsheet, Storing and Retrieving Data Files, The Statistics Menus, Data File Handling, Generating New Variables, Running Statistical Procedures, Constructing Graphical Displays, The Output Viewer, The Chart Editor, Programming in SPSS

Data Description and Simple Inference for Continuous Data: Description of Data, Methods of Analysis., Analysis Using SPSS

Multiple Linear Regression: Description of Data, Multiple Linear Regression, Analysis Using SPSS,

Analysis of Variance One-Way Designs; Description of Data, Analysis of Variance, Analysis Using SPSS, ANOVA Assumptions

Analysis of Repeated Measures II: Linear Mixed Effects

Models; Description of Data, Linear Mixed Effects Models, the Correlation Structure

Logistic Regression - Description of Data, Logistic Regression

Principal Component Analysis and Factor Analysis: Description of Data, Principal Component and Factor Analysis, Principal Component Analysis Factor Analysis, Factor Analysis and Principal Components Compared, Analysis Using SPSS

Classification: Cluster Analysis and Discriminate Function Analysis

Description of Data, Classification: Discrimination and Clustering

OR

SAS: Objective: This module will provide you with the basic SAS programming skills that may be necessary in the workplace. As SAS is a very powerful and complex language, this short course is only intended to provide you with an introduction to SAS, including elementary data management, statistical, analysis, and report creation.

Introduction: What is SAS?, Why use SAS?, Opening and closing SAS, The SAS windows, Running you code, The two parts to a SAS program, Libraries, Commenting your code, Looking for help, The DATA Step, Filenames, Inputting Files- Excel, CSV, Regular and Flat Text Files, Creating variables, Loops and arrays, The PUT statement, IF and WHERE subsetting, The DATA Step (Cont'd) and The PROC Step, Statistical Procedures- PROC UNIVARIATE, PROC FREQ, PROC REG, PROC ANOVA, PROC LOGISTIC, A note on other PROCS, PROC SORT and MERGE, By Group Processing, FIRST. and LAST, The PROC Step (Cont'd) and SAS/Macro, Macrovariables, CALL SYMPUT, Macros, Lecture 5: SAS/Graph, PROC GPLOT, SYMBOL, AXIS, Annotate, PROC REPORT and ODS, PROC REPORT, COLUMN, DEFINE, ODS OUTPUT to output, ODS OUTPUT to input

References:

1. Julie Pallant's - "SPSS Survival Manual": A Step by Step Guide to Data Analysis Using SPSS for windows
2. Matthew Zagumny - A Student Guide to the Statistical Package for the Social Sciences
3. Carver, Doing Data Analysis with SPSS 14.0, 3/e, Thomson, 2007
4. Coakes, SPSS 13.0 for Windows, Wiley-India, 2006.
5. George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2006.
6. Arthur Griffin, SPSS for Dummies, Wiley-India, 2007.
7. The Little SAS Book: A Primer (4th Edition) by Delwiche and Slaughter
8. Applied Statistics and the SAS Programming Language (5th Edition) by Cody and Smith.
9. Output Delivery System: The Basics by Haworth
10. Carpenter's Complete Guide to the SAS Macro Language (2nd Edition) by Car-penter
11. Quick Results with SAS/GRAPH Software by Carpenter and Shipp

Paper No. 501 - BUSINESS ETHICS & CORPORATE GOVERNANCE

Objective:

The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Course contents:

Unit I

Business ethics: Meaning of ethics, why ethical problems occur in business.

Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, The ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Morality in international context, Moral issues in business: Worker's and employee's rights and responsibilities. Common indicators for measuring business social performance, Reporting social responsibility measures in annual report; Business Ethics in Indian Perspective.

Unit II

Overview- Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Corporate governance abuses, Role played by regulators to improve corporate governance.

Unit III

The Board –Quality and Composition of Board, Structure, Functions. Outside Directors on the board (independent, nominee) Committees appointed by Board, Board Performance , Role of Board, Executive, Non Executive, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors.

Unit IV

The CEO -CEO selection, turnover, succession, and compensation, and the ability of the Board and/or shareholders to monitor the CEO. Selection, Turnover, and Succession, CEO Duality, Compensation, Top Management Teams, Comparative Studies , Monitoring the CEO, Power and Communication in Corporate Governance, Agency & Hubris Theories, Mergers & Acquisitions

Unit V

Shareholders - Shareholder activism and institutional investors. Role of shareholders in corporate governance, Pension funds, relational investing, investor relations, proxies, ownership structure.

Unit VI

Corporate Control -Market for corporate control and the defenses used by corporations to prevent takeovers., Efficiency & Discipline, Leveraged Buyouts, Takeover Defences, Board & Ownership Structure. Role of auditors in enhancing corporate governance-duties and responsibilities of auditors, law governing auditors responsibility, corporate governance and internal auditors.

Unit VII

International approaches to corporate governance, Critiques, Employee Representation , Interest Group, Political & Power Theories, Network Analysis, Stakeholder Theory , Stewardship Theory. Examples to be covered through studying the major recommendations of UK Cadbury, Greenbury and Hampel committee; Tread way commission, Blue ribbon committee, Sarbanes Oxley act of US OECD principles, Indian experience- imperatives, CII code of best practices, Kumar Mangalam Birla, Naresh Chandra, Narayan Murthy committee report, Accounting standards and corporate governance.

Unit VIII

Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing, Marketing truth and advertising: Manipulation and coercion, Allocation of moral responsibility in

advertising, Trade secrets, corporate disclosure, insider trading. Ethical Issues related to corporate takeovers. Computer ethics and business: Computer related unethical practices, Intellectual Property Rights. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring

Unit IX

Environmental protection: Safety and acceptable risk, Environmental harm, Pollution and its control, Product safety and corporate liability, Meaning, Significance and International Significance .Professional ethics: Ethics in international business

Readings:

1. Fredrick , Lawrence and Williams , Society and Business
2. K.M. Mittal , Social Responsibility of Business
3. Manuel G Velasquez , Business ethics concepts and cases
4. Tom Mc Evans , Managing values and beliefs in organisation
5. Luthans Hodgett and Thompson , Social issues in business
6. A.C. Fernando, Business Ethics
7. A.C. Fernando, Corporate Governance

Supplementary Reading

1. Adrian Davies, Strategic approach to corporate governance
2. N. Gopalsamy , Corporate governance a new paradigm
3. N.balasubramaniam , Corporate board and governance
4. Richard de George : Business ethics
5. Marianne M Jennings, Cases in Business Ethics (India Edition)
6. Kevin Gibson: Ethics and Business, An Introduction
7. Case studies in Business Ethics , (Vol I) (ICFAI)
8. Blair, Margaret M. 1995, Ownership and Control: Rethinking Corporate Governance for Twenty-First Century. The Brookings Institution.,Chapter .
9. Keasey, K. & Wright, M. (eds.) 1997, Corporate Governance: Responsibilities, Rights, and Remuneration. London: Wiley.
10. Monks, Robert A. G. and Nell Minow. 1995, Corporate Governance. Cambridge, Ma.: Blackwell Publishers.
11. Dr. Bhanumurthy, Politics, Social responsibility and Ethics.

Paper No: 502- PROJECT MANAGEMENT AND ENTREPRENEURSHIP

Objective:

The Course aims to promote the chances of entrepreneurial success and to develop an understanding of the roles of the entrepreneur with an ability to recognize the qualities required to perform these roles. Project Management is a broad multi-level activity. The objectives of this course is to provide a thorough understanding of its various essentials to the student.

Unit -I Concept of Entrepreneurship

Definition of Entrepreneurship given by various economists - the ideal definition –The conceptual model of Entrepreneurship given by John Kao. Views given by Schumpeter Walker & Drucker on Entrepreneurship - Entrepreneur and Manager -Enterprise and Entrepreneur. Managing Creativity_Issues to be addressed in working the definition of creativity –Definition -Attributes of a creative person - Creative Thinking and Motivation -Managing Creativity - Organisational Actions that enhance and hinder Creativity -Organisational priorities and Creativity -Managerial responsibilities in a creative organisation.

Unit – II Small Business

Definition of Small Business - Composition of Small Business -Economic Contribution of Small Business. Strategic Planning for Small Business -Steps in Strategic Planning -Develop a clear Mission Statement -Assess Organisation Strengths - Conduct a thorough Market Segment Analysis -Analyse Competitors - Create Company Goals -Formulate Strategic Options and Select appropriate Strategies (Focus, Cost leadership & Differentiation) - Translate Strategic Plans into Action Plans -Establish accurate Controls. Why Strategic Planning fails in Small Business. Forms of Ownership: Sole Proprietorship, Partnership & Corporation form of Organisation -Advantages and Disadvantages , Franchising- What is Franchising -Advantages and Disadvantages to Franchising - Franchise Evaluation Checklist –Franchise contracts -Types of Franchise arrangements.

Unit III

Introduction: Project - definition, features, types, infrastructure creation-a special type of projects, significance of infrastructure in economic development, bottlenecks in the infrastructure creation, Project Identification: Idea generation, Project screening, Feasibility study. The advantages and disadvantages of starting your business –The advantages and disadvantages of buying all existing business – Critical areas to be examined while buying all existing business - Determining the value of a business – Financial Record Keeping – Profit Planning & Cost Control, Project costing : Breakdown structure of the project, cost estimation of the project, factor affecting the cost of the project , Costing with alternative configurations/specifications.

Project Appraisal : technical appraisal, marketing appraisal, legal and environment appraisal, financial appraisal- cost estimation of the project and evaluating project using pay back and NPV, Detailed project report – introduction, Introduction to SCBA

Unit IV

Arrangement of funds : Traditional sources of financing – Equity shares, preference shares, Debentures/bonds, loan from financial institutions- Loan syndication and consortium finance; Alternative sources of financing- Foreign Issue, FDI & FII, ECB, Private equity, Securitization, BOT projects, PPP, Venture capital / Incubation fund, Franchising etc; Role played by various Financial Institutions like IDBI, ICICI and IFCI : Special Role played by SIDBI and Commercial Banks – Approval of term loan applications by Commercial Banks – How to decide about a suitable agency for assistance Role played by SFCR and NSIC; Project Implementation : Project contracts – Principles, practical aspects of contacts, legal aspects of project management, global tender, Negotiation for projects, Project insurance, Human resource management, network analysis .

Reading

1. Scarborough & Zimmerer, Effective Small Business Management
2. Gupta & Srinivasan ,Entrepreneurial Development
3. Pickle & Abrahamson, Small Business Management
4. Vasanth Desai , Dynamics of Entrepreneurial Development & Management
5. John Kao, Creativity & Entrepreneurship
6. P. Chandra, Projects planning analysis selection implementation & review
7. P.Gopalkrishnan & V.E. Ramamoorthy, Text book of Project management
8. N. Singh , Project management & control, (Himalaya pub.)
B.M. Patel , Project management , (Vikas Pub.) 2000

Paper No: 503 - ELECTIVE PAPER F-1/M-1/H-1

Paper No 504 - ELECTIVE PAPER F-2/M-2/H-2

Paper No: 505 - COMPUTER PRACTICAL

Project Management Tool

MPP – Microsoft Project Planning (or any other equivalent package)(The objective is to understand the student how to manage Projects effectively using MSP Professional, how to List and Organize Tasks, how to Create and modify calendars, resource listing and assigning resources, how to baseline project, update progress information , the impact of scope, time, and cost changes , Effective communication of updated Project information)

Introduction to Project and Project Management, Introduction to Microsoft Project Professional 2007, Defining Tasks, Defining Resources, Resource Assignment, Base lining, Updating Progress Information, Formatting Project Details, Views and Reports, Customization, Interface with Other Office Applications, Working with Multiple Projects, Sharing Resources across Projects

MS VISIO as a tool for Activity Diagram or any other equivalent

IBM Rational Rose or any other equivalent – Introduction to Class (Package) - UML 1.5 having 9 diagrams, Forward engineering, Reverse engineering, Round Trip engineering, Visual Modelling using Object Oriented Analysis and Design, Rational Unified Process (Advance SDLC) - Roles, Responsibilities, Work Flows, Templates, Artifacts.

Business Intelligence Tools such as Informatics or any other equivalent - Designer , Workflow manager, Advanced features, Cognos – Architecture, Framework Manager , Metadata Modelling, Package Development , Package Import & Export , Query Studio , Report Studio - Basics, Report Studio -Advanced

Paper No: 601 - BUSINESS POLICY AND STRATEGY

Objective:

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment.

Course contents:

Unit I

Nature & importance of business policy & strategy: Introduction to the strategic management process , Strategic Management & related concepts
Characteristics of corporate, business & functional level strategic management decisions.

Unit II

Company's mission statement, Need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement- Drucker's Performance Area, Bennis's Core Problem

Unit III

Environmental Analysis & Diagnosis:

Analysis of company's external environment

Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model, Analysis of internal; Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

Unit IV

Formulation of competitive strategies, Perspectives to competition- industry, marketing & strategic group, competitive strategies- Miles & Snow adaptive strategies, Derek's Abbel's, business definition framework, Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves.

Unit V

Formulating Corporate Strategies, Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround.

Unit VI

Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy.

Unit VII

Implementing & operationalising strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies.

Unit VIII

Introduction to Strategic control & evaluation, Strategic surveillance, special alert control & premise control, implementing control, introduction to operational control.

Readings:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. ,A.JStrickland III : Crafting and executing strategy, TMH
John E. Gamble and Arun K.Jain

Supplementary Readings

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru , Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J.Strickland, Strategic Management –Concepts and Cases :
4. Lawrence R. Jauch William F. Glueck, Business Policy and Strategic Management (Mcgraw Hill Series in Management)

Paper No: 602 - LEGAL ASPECTS OF INDIAN BUSINESS

Objective:

To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

Course contents:

The Indian Contract Act 1872

Unit 1

Definition of the term "Contract"- Sec 2(h) "agreement" Sec 1(1). When an agreement will become a contract. Essential features of a contract (sec 10). Kinds of contract- Based on: validity, formation & performance.

Unit II

Proposal or Offer -Definition [Sec 2(a)] legal rules of a valid offer -offer & invitation to an offer. Termination of offer. Acceptance - Definition [Sec 2(b)] Essential of a valid acceptance. Mode of conveying acceptance (sec 7 & 8) Legal rule of a valid acceptance. Communication of offer acceptance and revocation (Sec 3, 4, 5, 6).

Unit III

Consideration Definition [Sec 2(d)] - Essentials of a valid consideration -contribution to charity- Exceptions to the rules no consideration no contract, Rules regarding consideration.[Sec 25, 25(1), 25(2) & 25(3)]. Privity of Contract- Exceptions to the rules of privity.

Unit IV

Capacity to Contract Sec 10 & Sec 11- Laws relating to minor agreements- absolutely void. Doctrine of restitution Specific Relief Act 1963 (sec 33)- Status of Beneficial Contracts- Contracts of Apprenticeship. Persons of unsound mind, Disqualifies persons- Sec 12.

Unit V

Free consent- Sec 14- Coercion (Sec 15)- Definition & Essential elements- Undue Influence (Sec 16) Definition- essential elements [16(1) 16(2) & 16(3)]. Fraud Sec (17)- Definition & essential elements [17 (1), (2), (3), (4) & (5)]. Mere Silence is not fraud- When silence will amount to fraud. Misrepresentation (sec 18)- Definition & element [18(1) 18(2) & 18(3)] voidability of the agreement -Sec 19-A and 19. The circumstances under which the right of rescission is lost. Mistake- Definition of consent- Sec 13. Effect of mistake on a contract- Sec 20, 21 & 22. Mistake as to facts essential to the agreement (1). The Identity of the parties (2). The identity & nature of the subject matter (3). The nature and content of the promise. Legality of objects or consideration- Sec 23 Heads of public policy.

Unit VI

Definition of void agreement Sec 2(g) & voidable agreement Sec 2(i). Agreement Sec 2(1). Agreements declared to be void; Agreements of which consideration & objects are unlawful in part (Sec 24); Agreements without consideration (Sec 25); Agreements in restraint of marriage (Sec 26); Agreements in restraint of trade (Sec 27); Agreements in restraint of legal proceedings (Sec 28) ; Unmeaning agreement (Sec 29); Wagering agreement (sec 30); Agreement to do an impossible act (Sec 56); Performance of contracts, Breach of contract.

Unit VII

Special Contracts -Contract of Indemnity- Definition (Sec 124) extent of liability (Sec 125). Commencement of liability-Contract of guarantee (Sec 126) -essential features of a guarantee-guarantee of a minors debt- extent of surety's liability- co- extension- surety's right to limit the liability- liability under continuing guarantee (Sec 129) Joint Debtors & Suretyship (Sec 132). Discharge of surety from Liability.

By revocation {Sec 130); By Death (Sec 131); By variance (Sec 133); Release or discharge of principal debtors; Comparison extension of time and not to sue (Sec 135); By imposing surety's remedy (Sec 139).

Unit VIII

Bailment- Sec 148- Definition- Bailment, Bailor & Bailee. Essential features: Delivery of possession- actual or constructive delivery (Sec 149); Delivery upon contract- non contractual bailment; Conditional delivery; Gratuitous & Non Gratuitous, Bailor, Duties of Bailee; Duty of reasonable care. (Sec 151) ; Duty not to make unauthorized use (154); Duty to return (Sec 160 & 165); Duty not to set up just title (Sec 166 & 167); Duty to return increase (Sec 163).

Finder of lost goods (Sec 168 & 169); Rights of Bailee: Right to compensate (Sec 164), Right to necessary expenses or remuneration (Sec 158), Right of lien (Sec 170 & 171), Right to sue (Sec 180 & 181), Pledge -Sec 172- Pledge, Pawnee & Pawner defined essential features- Delivery of Possession. In pursuance of a contract- rights of a pawnee , Right of retainer (Sec 173 & 174) s, Right to extra ordinary expenses (Sec 175) , Right of sale (Sec 176)- Pawner's right to redeem [f (Sec 177).

Unit IX

Agency -Sec 182- Agent Principal defined- Essentials of agency-

Principal should be competent to contract, who may employ an agent (Sec 184) consideration not necessary (Sec 185); Kinds of agent: Factor, Broker & Dealers, Creation of agency: by express appointment. , by conduct or situation of parties. , by necessity. by subsequent ratification of relations of principal & agent, Duties of agent: Duty to execute mandate, Duty to follow instructions or customs (Sec 211), Duty of reasonable care & skill (Sec 212) (h), Duty to avoid conflict of interest (Sec 215), Duty not to make secret profit (Sec 216), Duty to remit sums (Sec 218), Duty to maintain accounts. Duty not to delegate (Sec 190), Rights of agent: Right to remunerate (Sec 219) effect of misconduct. (Sec 220), Right of retainer (Sec 217), Right of Lien (Sec 221), Right to indemnity (Sec 222 & 223), Right to compensation. (Sec 225). Sub agent concept.

Unit X

Sale of goods act 1930: Definition and essential of Sale (Sec 4), Bilateral Contract , Money Consideration , Sale and contract of work on material Goods, Sale and an agreement to sell (Sec 4(3) & 4(4), formalities of sale (Sec 5), the price (Sec 9), conditions & warranties Sec 12(1), 12(2), 12(3), 12(4), Implied conditions: Conditions as to title (Sec 14) , Sale by description (Sec 15), Sale by description as well as by sample (Sec 15), Exceptions to the principle of Caveat emptor (Sec 16), Fitness for buying purpose 16(1), Merchantable quality (Sec 16(2) - Meaning of merchantable Quality , Conditions implied by trade usage (Sec 16(3) , Express terms (Sec 16(4), Implied warranties: Quiet Possession [Sec 14(B)] , Free from encumbrances [Sec 14(e)] , Condition reduced to warranty (Sec 13), Waiver by the buyer, Acceptance of goods by the buyer- definition of acceptance (Sec 42) ; Exclusion of implied terms: (Sec 62) stipulation as to time (Sec 11) , Passing of Property- Significance of passing property- property passes when intended to share (Sec 19). Sale of specific goods (Sec 20, 21 & 22), sale on approval (Sec 24), sale of unascertained goods (Sec 18 & 23), Remedies for breach of contract, Sellers and Buyers Remedy in a Contract of Sale: Auction Sale (Sec 64) - Principles relating to auction sale, Hire Purchase Act, 1972, Hire Purchase Agreement (Sec 2(c) Contents of Agreements (Sec 4).

Unit XI

Negotiable instruments act- definition, features, and kinds, Promissory note, Bill of Exchange and cheque.

Unit XII

The Companies Act 1956:

Introduction to the definition of company- the salient features, the significance of memorandum, articles, prospectus and company meetings. Brief Introduction to role played by Directors, Auditors and Company Secretary.

Readings:

1. Avtar Singh , Principle of Mercantile Law, 8thed, 2007, Eastern Book Company
2. Gulshan & Kapoor, Business Law, 14th Ed, Paperback
3. Maheshwari & Maheshwari, Principle of Mercantile Law, National Publishing Trust
4. Rohini Aggarwal, Mercantile & Commercial Law , 1st Ed, June 2007, Taxmann
5. M.C. Kucchal, Modern Indian Company Law, 3rd Ed, 25th Review, Shree Mahavir Book Depot.
6. M.C.Kucchal, Business Law/Mercantile Law, 6th Ed, Vikas Pub.House (P) Ltd. (M)

Paper No: 603 - ELECTIVE PAPER F-3/M-3/H-3

Paper No 604 - ELECTIVE PAPER F-4/M-4/H-4

Paper No 605 – PROJECT SUBMISSION (FUNCTIONAL SPECIALISATION)

ELECTIVES PAPERS

OPTION I: FINANCE

**Paper No: 503 - (F-1): INVESTMENT ANALYSIS AND PORTFOLIO
MANAGEMENT**

Objective:

The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximising return on investment – a sound theoretical base with examples and references related to the Indian financial system. Students are not expected to memorise the details of rules and regulations and other institutional aspects; these are normally covered in papers dealing with financial services or financial institutions. Similarly, though the students need to be familiar with the Indian financial system, as it is necessary to understand the environment in which we function they are not expected to memorise historical facts and figures for this paper.

Course contents:

Unit I

Basics of Bond, YTM, Bond Theorems, Yield curve; Interest Rate Risk : Duration and Modified Duration; Bond Strategies – Passive and Active; Efficient market hypothesis; Concept of efficiency: Three forms of EMH and Implications for investment decisions.

Unit II

Approaches to Securities Analysis; Fundamental analysis: Meaning, assumptions and EIC framework; Economy analysis: Leading lagging & coincident macro economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: Classification of industries in India, Models of industry analysis- stages of life cycle, porters five forces, SWOT analysis, financial analysis of an industry; Company analysis: Detailed financial statement analysis from Investment decision perspective; Share valuation : Dividend discount models- constant growth & two stage growth model, three stage growth model (H model); Relative valuation models using P/E ratio (Book value to market value)

Unit III

Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- RSI & ROC Charts: line chart, logramatic line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, inverse ended shoulder, triangle, rectangle, flag, weg, peanut, cup & saucer, double topped, double bottomed. Indicators: moving averages; Portfolio analysis: Portfolio risk and return, Markowitz portfolio model: 2 asset portfolio, concept of efficient frontier & Optimum portfolio, Single index model: concept of beta systematic and unsystematic risk, Capital asset pricing model (CAPM): CML and SML and application of CAPM.

Unit IV

Asset Allocation: Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing; Portfolio Revision & Evaluation: Evaluation of Portfolio: Sharpe's Treynor's & Jensen's measures, FAMA Model, Mutual Funds Performance Evaluation.

Readings:

(The parts that describes the American market are to be replaced with equivalents in the Indian market).

1. Donald E.Fischer & Ronald J. Jordan : Security Analysis & Portfolio Management, Pearson Education
2. William F.Sharpe, Gordon J. Alexander : Investments, Prentice Hall of India & Jeffery Bailey
3. Rohini Singh : Security Analysis & Portfolio Management, Excel Books
4. M.Y.Khan : Indian Financial System, Tata McGraw Hill
5. H.R. Machiraju : Indian Financial System, Vikas Publishing House

Paper No: 504 - (F-2) : INTERNATIONAL FINANCE

Objectives:

To acquaint students with the complexities of international banking and finance & related concepts.

Course Contents:

Unit I

International Financial Environment: Overview, Foreign Exchange Market, Introduction to inter-bank market and retail market. Spot market and forward market. Forward discount and premium; cross rate; Determination of inter-bank rates, determination of value dates, retail cash rates and TT rates; Exchange Rate Determination: Interest rate parity, purchasing power parity, international Fisher's effect, uncovered interest rate arbitrage, carry trade. Central bank intervention- revaluation and devaluation of currency, Open market operations; Purchasing power effect.

Unit II

The International Monetary System: Breton Wood system; Exchange Rate Regimes, Euro Market, International Banking, Concept and Development of Universal banking; Syndicate loan; parallel loan. Euro currency market- Euro loan, Eurodollar loan, Euro deposits, Euro dollar deposit; International Trade Financing: Documents required for export, letter of credit and prepayment of LOC, buyers credit, sellers credit, pre and post shipment line of credit. Drafts, open account, counter trade. Bill discounting, factoring and forfeiting.

Unit III

Financial Derivatives: Forwards and Futures, Options and related terminology, Calculating the pay off from options and diagrammatic representation. Option, pricing(Diagrammatic)- factors that influence put and call prices. Some motivations for buying and selling options; Simple combinations of underlying asset & options: Option spreads: Bull spreads with puts and calls, straddle top and bottom, strip, Futures: Valuations, rationale for trading-hedging, arbitrage etc.(No Derivations), Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps.

Unit IV

Currency Risk Management Foreign Exchange Risk Management: Types of Forex Exposure-Strategies for Managing Transaction, Translation, Operating & Economic Exposure; Political Risk-Analysis and Management; Interest Rate Exposure Management, Forward rate agreements (FRA). Interest rate caps , floors, collars.

Readings:

1. Maurice D. Levi : International Finance,
2. Alan C. Shapiro : Multinational Financial Management, Wiley
3. Apte PG: International Finance
4. Jaff Madura : International Corporate Finance, Cengage Learning

Paper No: 603 - (F-3) : FINANCIAL MARKETS AND SERVICES

Objective:

To provide a conceptual framework for analysis of debt instruments and familiarize students with some aspects of Merchant Banking and Financial services.

Course Contents

Unit I

Money Market: Inter Bank call money market, Term Money; Retail & Wholesale; BSE, NSE: Instruments & Players, T Bill, dated Govt. securities, Commercial paper, certificate of deposit, Role of RBI in regulation of money market.

Unit II

Basic Introduction to Primary & Secondary Market: Primary Market: New Issue Market, DIP Guidelines, Eligibility conditions, Red herring prospectus, green shoe option, IPO grading, book building, French option, dutch option, minimum subscription, pricing (band, floor), Settlement & Allotment, Escrow account, listing, Secondary Market: Stock market, trade operations & settlement, margin requirement, types of margin, Indices – NIFTY & SENSEX (meaning & composition)

Unit III

Financial Services: Leasing & Hire Purchase: meaning, types, benefits of lease to lessor & lessee, methods of determining lease rental (stepped up, ballooned), difference between lease and hire purchase, Factoring & forfeiting: Concept, distinction between factoring and forfeiting, benefits of factoring, impact of factoring on balance sheet, Venture capital: Main features, venture capital process, difference between venture capital finance and conventional sources of finance, disinvestment avenues, Housing finance: Concept, role of NHB, HFCs, different schemes & limits of housing finance, risk associated with housing finance

Unit IV

Credit rating: process, evaluation of a company, benefits of credit rating to investors, reliance on credit rating for investment decision, Securitization: Concept, origin, features, process, MBS, ABS, risk associated with securitization, Merchant Banking: Introduction, evolution of merchant banking, types of merchant bankers, activities undertaken by different types of merchant bankers, Merger & Acquisition: Concept of merger and takeovers, reasons for merger & acquisitions, Steps involved in merger and amalgamation, case study on mergers, demergers. Insurance: types of insurance (life, non life), types of insurance policies.

Readings:

1. M Y Khan , Indian Financial System, Tata Mc Graw Hill
2. M Y Khan , Financial Services, Tata McGraw Hill
3. H.R. Machiraju, Indian Financial System, Vikas Publishing House

Paper No: 604 - (F-4): INCOME TAX AND PLANNING

Objective:

The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Course Contents

Unit I

Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Gross Total Income, Total Taxable Income; Exempted Income for individuals; Tax Evasion, Tax Avoidance, Tax Planning and Tax Management; Residential Status (Individual and Company in detail) and their incidence of tax, Computation of Income under the head Salary

Unit II

Computation of Income under the head House Property, Capital Gains

Unit III

Computation of Income under the head Profits and gains from Business or Profession, Income from other sources.

Unit IV

Computation of total income and tax liability of an individual; Set-off and carry-forward of losses in case of individual and company; Deductions from gross total income as applicable to an individual and companies; Minimum Alternative Tax

Reading

1. Singhanian, V.K., Student Guide to Income Tax
2. Singhanian, V.K., Direct Taxes: Law & Practice
3. Mehesh Chandra & Shukla, D.C., Income Tax Law & Practice
4. Mehrotra, H.C. & Goyal, S.P., Income Tax Law & Accounts
5. Goyal, S.P., Direct Tax Planning
6. Ahuja & Gupta, Corporate Tax Planning & Management
7. Dinkar Pagare, Direct Tax Planning

OPTION II: MARKETING

Paper No: 503 - (M-1) CONSUMER BEHAVIOR

Objective:

The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies. It helps in determining the variables that influences consumer purchase behaviour in the market place and thus helps in designing marketing strategies and marketing mix of the products offering.

Course contents:

Unit I

Consumer Behavior: Nature, scope & application: Importance of consumer behavior in marketing decisions, characteristics of consumer behavior, role of consumer research, consumer behaviour- interdisciplinary approach.

Introduction to 'Industrial Buying Behavior'

Market Segmentation: VALS 2 segmentation profile.

Unit II

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of Psychogenic needs, Bayton's classification of motives, self concept & its importance, types of involvement.

Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory : Theory of self images; Role of self consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation.

Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory.

Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit III

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation.; Situational Influences

; Models of Consumer Decision making: Nicosia model, Howard-Sheth model, Howard- Sheth family decision making model, Engel, Kollat & Blackwell model, Sheth Newman gross model of consumer values.

NOTE: Cases & application to marketing will be taught with respect to each topic.

Readings

1. Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, 9th Ed
2. Engel, Blackwell & Miniard : Consumer Behaviour, Thryden Press International

Supplementary Reading

1. Hawkins Best Coney (Aug2000). Consumer Behaviour Building Marketing Strategy, McGraw Hill 8th International Edition.
2. Foxall, Gordon R., Goldsmith, Ronald E., Brown, Stephen. (1998) Consumer Psychology for Marketing. : Second Edition Thompson Business Press.

Paper No: 504 - (M-2): PERSONAL SELLING & SALES FORCE MANAGEMENT

Objectives

To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.

Course Contents

Unit I

Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

Unit II

Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

Unit III

The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

Unit IV

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Readings:

1. Still, Cundiff & Govani – Sales Management, 5th Edition. Prentice Hall of India
2. Charles Futrell – Fundamentals of Selling.
3. Ingram, Avila, Schwepker – Sales Management.
4. Hair, Anderson & Mehta – Sales Management.
5. Anderson – Professional Sales Management.
6. Professional Selling A trust based approach, Ingram, Laforge, Avita: Harcourt College Publications.
7. Smart Selling, Christopher Power.
8. What makes a good salesman, David Mayer and H M Greenberg.
9. Management of Sales force, Stanton, Bursnick and Spiro.

Paper No: 603 - (M-3): ADVERTISING AND BRAND MANAGEMENT

Objective:

To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Contents :

Unit I

Advertising, need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

Unit II

How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies; Associating feelings with a brand; Developing brand personality; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

Unit III

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

Unit IV

Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes, planning for sales force contests

Unit V

Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process.

Unit VI

Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

Unit VII

Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapfner. Brand equity, brand personality, brand image, managing brands overtime.
Integrating advertising and brand management

Note: Applied cases would be taken up in class.

Readings:

1. Aaker, Myers & Batra : Advertising Management , Prentice Hall, 5th Ed
2. David Aaker , Building strong brands

Supplementary Reading

1. Wells, Moriarty & Burnett : Advertising Principles & practices , Prentice Hall, 7th Ed
2. Kleppner's Advertising Procedure : W.Ronald Lane, Kane Whitehill king and J. Thomas Russell, Pearson Education, 16 ed.

3. George E. Belch & Michael A. Balch : Advertising and Promotion, TMH
4. S.H.H Kazmi and Satish K. Batra : Advertising and sales promotion, Excel books
5. Understanding Brands, Cowley. D
6. Strategic Brand Management, Jean Noel Kampferer
7. Brand Leadership, David Aaker
8. Advertising – Wright, Winter, Ziegler
9. Advertising – David Ogilvy, Trout and Ries
10. Advertising Theory & Practice – Sandage, Fryburger, Ratroll
11. Strategic Brand Management, Creating and Sustaining Brand Equity Long term, Second Edition, Kogan Page, Second Edition ,2001

Paper No: 604 - (M-4): RETAIL MANAGEMENT

Objective:

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Contents

Unit I: Introduction to retailing

Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Unit II: Retail Formats

Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non traditional selling.

Unit III: Store Planning,

Design & Layout; STORE PLANNING: Location Planning and its importance, Store design and the retailing image mix, Effective Retail Space Management, Floor Space Management.

Unit IV: Retail Marketing

Advertising & Sales Promotion, Retail Mktg. Strategies, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing, Types of Retail Sales Promotion.

Unit V: Retail Merchandising

Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Unit VI: Merchandise Pricing

Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit VII: Retail Operation

Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Management of Receipts, Customer Service., Retail Staffing Process – Job Analysis, Description, Specification, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Unit VIII: Future Of Retailing

Retailing Through Internet., Career opportunities in Retail., Road ahead in India.

Readings

1. Cullen & Newman – Retailing – Environment & Operations.
2. Berman & Evarv – Retail Management.

Supplementary Reading :

1. Bajaj, Tuli & Srivastava , Retail Management- Oxford University Publications
2. Ogden & Ogden Integrated Retail Management, Biztantra Publications
3. Gibson G Vedamani , Retail Management: Functional principles & practices, Jaico Publishing House

OPTION III: HUMAN RESOURCE MANAGEMENT

Paper No: 503 - (H-1) TRAINING & MANAGEMENT DEVELOPMENT

Objective:

To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course contents:

Unit I

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

Unit II

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, Designing training programmes, training cycle, qualities of trainers.

Unit III

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training.

Unit IV

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Input overload, unrealistic goals, linkage failure.

Training impact on individuals and organizations: Training Evaluation-Evaluating-Programmes, Participants. Objectives and worthwhileness of training.

Unit V

Organisational Development(OD): Definition, Foundations of OD , Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions, Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences.

Unit VI

Issues in Consultant –Client Relationships, System Ramifications, Power/Politics in OD.

Case Study will be inter-topic.

Readings:

1. Wendell French, Cecil Bell, Organisation Development, Behavioral Science Interventions for Organisation Improvement ,6th Edition

2. Donald Brown, Donald Harvey, Experiential Approach to Organisation Development
3. Rolf Lynton & Udai Pareek Training & Development, Prentice Hall
4. S.K. Bhatia, Training & Development, Deep & Deep Publishers
5. M.W. Warsen , Training for results, Addison Wesley, Massachusetts
6. Robert L.Craig, Training & Development, McGraw Hill, New York
7. John Kenney, Reid A. Margret, Manpower Training & Development of Personnel Management

Supplementary Readings:

1. Process Consultation Revisited, Building the Helping Relationship (Prentice Hall Organisational Development Series) ,Edgar Schein
2. Organisational Change and Development ,Bob Hamlin, Jane Keep, Ken Ash
3. Organisational Dynamics,Diagnosis and Intervention (Prentice Hall Organisational Development Series) ,John Kotter
4. Organisational Development,A Process of Learning and Changing (Prentice Hall Organisational Development Series) ,2nd Edition , W. Burke
5. Managing the Developing Organisation –Bernard Lievegord
6. Dynamics and Intervention – Seth AllCorn
7. Managing Change: Philip Sadler

Paper No: 504 (H-2) PERFORMANCE AND COMPENSATION MANAGEMENT SYSTEMS

Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course contents:

Unit I

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Contemporary PMS.

Unit II

4 dimensions of PMS, Performance Planning, Feedback and coaching, performance appraisal outcome and reward. Performance Planning, Goal Sheet, Goal Alignment, Coaching and mentoring processes. Alignment with organizational goals. Performance Counselling-Planning for new cycle, Strategic PMS, International Aspects of PMS.

Unit III

Incentives for production employees, Modern trends in compensation-from wage and salary to cost to company concept, compensation surveys, managers & executives. Incentives for other professionals: Developing effective incentive plans. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits & Incentive practices in industry.

Unit IV

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,.

Unit V

Special compensation situations: International compensation system, managing variations, culture Strategic-Market Mindset, Expatriate Pay- skill based, Competency Based, Team Compensation. Individual and group incentives.

Readings:

1. Milkovich & Newman , Compensation, 9th Edition
2. T.J.Bergman , Compensation Decision Making, 4th Ed
3. National commission on labour, report, Labour Law Reviews Govt. of India.
4. Harvard Business review on compensation :
5. Rober E. Sibson, Compensation, 5th Ed
6. Richard Henderson , Compensation management in a knowledge, 7th Ed, based world.
7. T.N.Chhabra & Savitha Rastogi Compensation management, 2007
8. Gary Dessler , Human Resource Management(2007)

**Paper No: 603 - (H-3) INDUSTRIAL RELATIONS AND LABOUR
LEGISLATION**

Objective:

The course emphasizes the various issues of management of industrial relations and laws in modern business environment in the Indian context.

Course contents:

Unit I

Concept & importance of industrial relations: Approaches of IR – System model, Pluristic approach, Weber’s social action approach. Trade Unions: Structure, functions and issues in India. Strikes: Causes and Types, Trade Union Act. Employers’ organisations in India: Functions of employers’ association, structure of employer’s organizations, lockouts.

Unit II

Workers participation in management: Objectives of workers’ participation, modes of participation & their functions, works committee, joint management council, shop council, joint council, Grievance Procedure, Suggestion Schemes.

Unit III

Collective bargaining: Importance of collective bargaining, procedure of collective bargaining, essentials of successful collective bargaining, problems of collective bargaining in India, types of bargaining.

Unit IV

Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge.

Unit V

Social security legislation in India. Payment of Gratuity Act, Payment of Bonus Act, Maternity Benefit, Workmen’s Compensation Act, Provident Fund Act, Employee State Insurance Act.

Unit VI

Factories Act, Industrial Disputes Act, Standing orders.

Readings:

1. Dwivedi, Industrial Relations, Galgotia Publishing, 2000
2. T.N. Chhabra & Suri, Industrial Relations, Dhanpat Rai, 2000
3. PRN Sinha, Indu, Industrial Relations, Trade Unions & Labor
Bala Sinha, Seema Shekhar, Legislation, 2006
4. Suba Rao, Human Resource Management
5. S.C. Srivastava, Industrial Relation of Labour Laws
6. Analytical handbook of Labour Laws, PHD
7. Chamber of Commerce and Industry Industrial Law
8. N.D. Kapoor , Elements of Industrial Law
9. C.S.Venkatraman , Unusual Collective Agreements

**Paper No: 604 - (H-4) INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**

Objective:

To explore the concepts and technique of the essential elements of International Human Resource Management and to enable the students to recognize its critical issues. Also to update and let the understand the concept and to apply them in international complex business environment. The course specifically aims to recognize, understand and appreciate HR concerns in the present scenario.

Course Contents

Unit I

Introduction: International Human Resource Management : Managing people in an international context. Hofsted's Approach. Concept, Approaches, Linking HR to international expansion strategies; Recruitment and selection of international managers, concept, criteria for recruitment and selection, sources, advantages and disadvantages of employing PCNs, TCNs, HCNs; Comparative HRM: Flexibility and worklife balance.

Unit II

Managing diversity in International working: Diversity Management programme, affirmative action plans, Surbanes Oxley Act. Sexual Harassment at workplace; International training and management development: Emerging trends in training for competitive advantage: Cross Cultural training.

Unit III

Factors associates with individual performance and appraisal; Criteria used for performance. Appraisal. of international employees; Performance Mgt. for International employees; Creating High performance work system: Fundamentals, implementation (Balance Score Card) and outcomes; International Compensation: Objectives, components and approaches, going rate approach, Balance Sheet Approach.

Unit IV

Repatriation: Process, challenges, designing a repatriation programme; Managing expatriates and causes of expatriate failure; Cross border merger and acquisition: HR perspective.

Unit V

International Industrial Relations; Labour Unions & International Labour Relations ; The response of labour unions to multinationals

Readings:

1. Tony Edwards and Chris Rees, International HRM-Globalisation and National System
2. and MNC Pearson Education (IInd Edition)
3. Nilanjan Sengupta and International Human Resource Management-
4. 3. Mousami S. Bhattacharya, Excel Books (Ist Edition – 2007)
5. Peter J. Dowing and International HRM-Managing people in a
6. Denice E. Welch Multinational context (IVth edition)
7. 6.K. Aswathappa and International HRM-Text and Cases
8. Sadhna Dash, Tata McGraw Hill (IInd edition)
9. Chris Brewster and International HRM-University Press
10. Peter I. Dowling, Denice E. International HRM-Excel Books