

# SCHEME OF TEACHING

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# SYLLABUS

For

## MASTER OF COMMERCE

### M.Com.

**(Two-year, Four Semester Program)**

(w.e.f. Academic Session 2018 – 19)



## SCHOOL OF BUSINESS STUDIES

**Approved and adopted in year 2018 (Board of Studies, January, 2018)  
by 22<sup>nd</sup> Academic council (Agenda no-3.1 a)**

**FIRST YEAR**

**Semester : 1**

COURSE CODE	COURSE TITLE	Periods			CREDITS
		L	T	P	
BSN711	Management Principles and Practice	4	0	0	4
BSN712	Managerial Economics	4	0	0	4
BSN713	Financial Accounting and Analysis	3	1	0	4
BSN714	Statistics for Management	3	1	0	4
BSN715	Legal Aspects of Business	4	0	0	4
TOTAL		18	2	0	20

**Semester -2**

COURSE CODE	COURSE TITLE	Periods			CREDITS
		L	T	P	
BSN721	Management Accounting	3	1	0	4
BSN722	Operations Research	3	1	0	4
BSN723	Marketing Management	3	1	0	4
BSN724	Financial Management	4	0	0	4
BSN725	Human Resource Management	4	0	0	4
TOTAL		17	3	0	20

**SECOND YEAR**

**Semester -3**

COURSE CODE	COURSE NAME	Periods			CREDITS
		L	T	P	
BSN731	International Business	4	0	0	4
BSN732	Research Methodology	4	0	0	4
BSN7H1/M1/F1	Elective I	4	0	0	4
BSN7H2/M2/F2	Elective II	4	0	0	4
BSN733	Project Report and Viva Voce	1	1	1	4
TOTAL		16	0	0	20

**Semester - 4:**

COURSE CODE	COURSE NAME	Periods			CREDITS
		L	T	P	

BSN741	Entrepreneurship Development	4	0	0	4
BSN742	Corporate Social Responsibility and Corporate Governance	4	0	0	4
BSN7H3/M3/F3	Elective III	3	1	0	4
BSN7H4/M4/F4	Elective IV	4	0	0	4
BSN743	Comprehensive Viva	1	1	1	4
	TOTAL	15	1	0	20

**Specialization Offered:**

Specialization Group A : Marketing

Specialization Group B: Finance

Specialization Group C: HRM

**Specialization Group A : Marketing**

COURSE CODE	COURSE NAME
BSN7M1	Consumer Behaviour
BSN7M2	Sales Management
BSN7M3	International Marketing
BSN7M4	Services Marketing

**Specialization Group B: Finance**

COURSE CODE	COURSE NAME
BSN7F1	Security Analysis and Portfolio Management
BSN7F2	Financial Markets and Institutions
BSN7F3	Project Planning and Evaluation
BSN7F4	Corporate Tax Planning

**Specialization Group C: HRM**

COURSE CODE	COURSE NAME
BSN7H1	Industrial Relations and Labour Laws
BSN7H2	Human Resource Planning & Strategic Management
BSN7H3	Compensation Management
BSN7H4	Negotiations and Counseling

## SEMESTER I

### BSN711: Management Principles and Practices

#### Unit 1: Introduction

**a) Management:** Nature, purpose, and functions; Managerial functions at different levels of organization; Managerial skills and organizational hierarchy; Goals of managers and organization

**b) Evolution of Management Thoughts:** Taylor and scientific management, Fayol's contribution; Hawthorne studies: Recent contributions to management thought System Approach to Management Process: Managerial Transformation Process; Communication system; External variables, Outputs

**C) Functions of Manager:** Planning, Organizing, Staffing, Leading, Controlling: An overview; Coordination: The Essence of Managership

#### Unit 2: Planning

**Types of Plans:** Mission or purposes, Objectives or goals; Strategies, Procedures, Rules, Programme, Budgets Policies; Planning process; Nature of objectives; Setting the objectives; management by Objectives (MBA): Concept, strengths, and weaknesses; Nature and purpose of strategies and policies; Planning process: Inputs to organization, industry analysis, enterprise profile; External and internal environment; Medium and short-range planning and implementation; TOWS Matrix; Alternative strategies; Time dimension and the TOWS Matrix; The Portfolio Matrix; Major kinds of strategies and policies: Porter's generic competitive strategies, planning premises.

#### Unit 3: Organising

Concept; Formal and informal organizations; Organisational division: The department; Span of Management: Concept and issues; Entrepreneurship and intrapreneuring, re-engineering the organization, Rationale of organizing; Territorial departmentation; Customer-group departmentation; Concepts of power and authority, empowerment; Scalar Principle; Line authority and staff relationship; Functional authority and decentralization; Different kinds of decentralization; Delegation of authority; Personal attitudes towards delegation; making delegation effective; Re-centralisation; Concept of organization charts.

#### Unit 4: Staffing

Concept of staffing; The System Approach to human resource management; Factors affecting the number and kinds of managers required; The management inventory; Analysis of the need for managers; An overview of the situational factors affecting staffing: External environment and internal environment factors; An overview of systems approach to selection, recruitment, and promotion; The Peter Principle.

#### Unit 5: Leading and Controlling

**a) Leading:** Human factors in managing; The importance of personal dignity and the •,;, consideration of their whole person; Overview of Motivation concept and Theory X and Theory Y of the Concept of leadership: Motivation ingredients; Principles of leadership; Leadership styles: Autocratic, democratic, and free-reign.

**b) Controlling:** Concept and process, establishment of standards; Measurement of performance, correction of deviations; Critical Control Points: Concept and types; Control as a Feedback System; Real-time Information and control; Feed-forward control; Feed-forward versus feedback systems; Feed-forward in management; Control of overall performance; Profit and loss control: Concept, nature, purpose and limitations; Control through Return on Investment; Bureaucratic and Clan Control.

#### Suggested Readings:

1. Heinz, Weihrich, Mark V. Cannice, and Harold Koontz, Management: A Global and Entrepreneurial Perspective, 13th ed., Tata McGraw-Hill, 2010
2. SP Robbins and MA. Coulter, Management, 11th ed., Prentice-Hall of India, 2012
3. Newman, Summer, and Gilbert, Jr., Management, 6th ed., Prentice-Hall of India, 2006
4. Stoner, Freman, and Gilbert, Jr., Management, 7th ed., Prentice-Hall of India
5. Harold Koontz and Heinz Weihrich, Essentials of Management, 8th ed., Tata McGraw-Hill, Noida, 2009
6. Stephen P. Robbins, David A. DeCenzo, Sanghamitra Bhattacharya, and Madhushree Nanda Agrawal, Fundamentals of Management: Essential Concepts and Applications, 6th ed., Pearson Education, 2008

## BSN712: Managerial Economics

### Unit 1: Introduction

Nature and scope of managerial economics and its relationship with other disciplines; Its role and significance in decision-making; Basic concepts; Positive Vs normative analysis.

### Unit 2: Market Forces: Demand and Supply

a) **Demand analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; Theory of consumer behaviour; Elasticity of demand and its measurement methods; Importance in decision-making

b) **Supply analysis:** Objective of supply analysis; Determinants of supply.

### Unit 3: Production Function and Cost Analysis

Theory of production and cost analysis; Production function and its managerial uses ; Laws of production and analysis; Empirical estimates of production and cost; Short-run and long-run average cost curves and their analysis; Economies and diseconomies of scale.

### Unit 4: Organisation of the Firm

Pricing decision; Pricing under different market structure; Perfect and imperfect (monopoly, monopolistic, and oligopoly markets); Pricing strategies; Collusive and non-collusive oligopoly; Baumol's Marries; and O. Williamsons' models.

### Unit 5: Factor Pricing

Determination of factor pricing; Marginal productivity theory; Richardiaii and modern theories of rent; quasi-rent; Modern theory of wage rate determination; Classical, neo-classical, and Keynesian theory of interest; Modern theory of profit; Welfare economics; Pareto optimality conditions; Social welfare function.

### Suggested Readings:

1. Crag W. Peterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, Prentice-Hall of India/ Pearson, New Delhi, 2004
2. H.L. Ahuja, Managerial Economics, S. Chand, 2004 Ath
3. DN Dwivedi, Managerial Economics, 4 ed., .Vikas Publishing House, New Delhi, 2006
4. GS Gupta, Managerial Economics, Tata McGraw-Hill Publishing Co. Ltd., New Delhi
5. Joel Dean, Managerial Economics, Prentice-Hall of India, New Delhi
6. Dpminique Salvatore, Managerial Economics in a Global Economy, 4th ed., Thomson Southwestern, Bangalore, 2006
7. Pindyck and Rubinfeld, Micro Economics, Prentice-Hall of India, 6th ed., 2006
8. Koutsoyiannis A., Modern Micro Economics, MacMillan, 2000
9. Paul Samuelson and Nordhaus, Economics, 1 9th ed.Tata McGraw-Hill, New Delhi, 2005

## BSN713: Financial Accounting and Analysis

### Objectives

The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.

### Course Contents

#### Unit 1: Theoretical Framework

a) **Accounting:** An introduction, Accounting as an information system. The users of financial accounting information and their needs, Qualitative characteristics of accounting information, Functions, advantages, and limitations of accounting, Branches of accounting.

b) **Nature of Financial Accounting Principles:** Basic concepts and conventions: entity, money measurement, going-concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosure.

c) **Financial Accounting Standards:** Concept, benefits, procedure for issuing accounting standards in India. Salient features of accounting standard: 1 (ICAI)

#### Unit 2

a) **Accounting Process:** The journal, the ledger, and trial balance: Meaning, need, preparation

b) **Business Income:** Measurement of business income-net income: The accounting period, the continuity doctrine and matching concept, Objectives of measurement, Depreciation policy, and Inventory valuation.

#### Unit 3: Preparation of Final Accounts:

Difference between Capital and Revenue Expenditure, Trading Account, Profit and Loss Account, Balance Sheet: Meaning, Need, Finance accounts for non-profit organisation: An overview.

#### Unit 4: Analysis of financial statements:

Meaning, need, Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; common size statement.

#### Unit 5

a) **Funds Flow Statement:** Meaning, concept of gross and net working capital, preparation of schedule of changes in working capital, preparation of funds flow statement and its analysis.

b) **Cash Flow Statement:** Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

### Suggested Readings:

1. Anthony, R.N., David F. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 12th ed., Richard D. Irwin, Inc.
2. Monga, IR., Financial Accounting: Concepts and Applications, Mayoor Paper Backs, New Delhi
3. Shukla, M.C., T.S. Grewal, and S.C. Gupta, Advanced Accounts, Vol. 1, S. Chand & Co., New Delhi
4. Gupta, R.L., and V.K. Gupta, Financial Accounting, Vol. 1, Sultan Chand & Sons, New Delhi, 2006
5. The Institute of Chartered Accountants of India, Compendium of Statements and Standards of Accounting, New Delhi.
6. Bhattacharya, Ashish K., Essentials of Financial Accounting, PHI, New Delhi
7. N. Ramachandran and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill Publishing Co., New Delhi, 2011

## BSN714: Statistics for Management

### Unit 1: Introduction

Definition of Statistics, scope of Statistics; Applications in decision-making in Business, Measures of Central Tendency and Dispersion: Grouped Data, Drawing a Histogram; Unequal Class Intervals; Mean; Median; Mode; Quartiles; Standard and Quartile Deviation; Significance of Measures of Location and Dispersion; Coefficient of Variation. Index Numbers; Index of Retail Prices and Industrial Production.

### Unit 2: Data Collection

Types of data, primary and secondary data, Census and survey and their relative advantages and limitations; development of questionnaire; Advantages and limitations of interview and postal questionnaire design; Problems of non-response measures.

### Unit 3: Time Series Analysis

Time series, Moving average to calculate the trend, Plot trend on time series graph, calculate the seasonal factors for either the additive or multiplicative model, Forecasting methods.

### Unit 4: Correlation and Regression

Definition of correlation and regression, Scatter diagram, Least squares method, Use of regression analysis, Forecasting and its precision, Concept of product moment correlation coefficient, Spearman's rank correlation coefficient and Coefficient of determination.

### Unit 5: Probability and Probability Distribution

a) **Probability:** Definition, Mutually exclusive events, Addition and multiplication rules of probability, Venn diagram and tree diagram to solve probability problems.

b) Chi-square distribution, Student's t distribution, F distribution - its significance and simple problems

c) **Probability Distribution:** Concept of probability distribution, continuous probability distribution, Poisson distribution, Binomial distribution.

d) **Sampling and Sampling Distribution:** Various sampling methods, simple random sampling, stratified random sampling and Cluster sampling.

#### Suggested Books:

- 1 Richard I., Levin and David S. Rubin, Statistics for Management, 7th ed., Prentice-Hall of India, Pearson Education, 2007
2. T.NSrivastava and SheljaRego, Statistics for Management, Tata McGraw-Hill Publishing Co., New Delhi, 2008
3. Mark L., Berenson and David M. Levine, Basic Business Statistics: Concepts and Application, Prentice-Hall of India
4. GC Beri, Business Statistics, 2nd ed., Tata McGraw-Hill, 2008

## **BSN715: Legal Aspects of Business**

### **Unit I: The Indian Contract Act, 1872**

Concept of Contract, offer and acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, pledge, and agency. **(8 Sessions)**

**Unit 2: a) The Sale of Goods Act, 1930:** Nature of Contract of Sale; Formation of Contract of sale, agreement to sell, conditions and warranties, transfer of property in goods, performance of the contract of sale, remedies for breach, unpaid seller and his rights, rights of buyers, sale by auction.

**b) The Partnership Act, 1932:** Nature of Partnership, Formulation of Partnership; rights, duties, and liabilities of partners; Dissolution of Partnership Term **(8 Sessions)**

### **Unit 3: The Negotiable Instruments Act, 1881**

Definition, Features and types of negotiable instruments; Methods of negotiation of instruments; holder and holder in due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques, Obligations of banker and customer; Dishonour and discharge of negotiable instruments **(8 Sessions)**

**Unit 4:a) The Consumer Protection Act, 1986:** Basic Concepts: Complaint, Complainant, Consumer, Rights of consumer, Consumer forums, their role, powers and functions, Procedure for consumer grievance redressal, Major decided Cases.

**b) The Competition Act, 2002:** Basic concepts, Powers of Central Government under the Competition Act, Major Provisions of the Competition Act: Role and working of Competition Commission of India. **(8 Sessions)**

### **Unit 5: The Companies Act**

An overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings **(8 Sessions)**

### **Suggested Books:**

- 1) Avtar Singh, Principles of Mercantile Law, 10th ed., Eastern Book Company, Lucknow
- 2) M.C. Kuchhal, Vivek Kuchhal, Business Law, 7th ed., Vikas Publishing House, New Delhi
- 3) Ravindra Kumar, Legal Aspects of Business, Cengage Learning, New Delhi, 2016
- 4) Avtar Singh, Consumer Protection Law, Eastern Book Co., Lucknow, 2006.
- 5) MC Kuchhal, Indian Company Law, Shree Mahabir Book Depot, Delhi, 2008
- 6) The bare acts of relevant legislations.



## SEMESTER II

### BSN721: Management Accounting

#### Objective

To provide the students the knowledge about the use of accounting information for planning, control and decision-making in organizations.

#### Course Contents

##### Unit 1: Introduction

Nature, scope, and importance of management accounting; difference between financial accounting and management accounting; difference between cost accounting and management accounting; cost control, cost reduction, and cost management.

##### Unit 2: Budget and Budgetary Control

Concept of budget and budgetary control; objectives, merits, and limitations of budget administration; types of budgets: fixed and flexible budgets, zero-base budget, programme and performance budget.

##### Unit 3: Standard Costing

Concept of standard cost and standard costing; advantages, limitations, and application; variance analysis: calculation of material variances, labour variances, and overhead variances, disposition of variances.

##### Unit 4: Marginal Costing and Decision-making

Concept of marginal costing, differential costing and absorption costing, break-even analysis, use of above costs in decision-making; make or buy, change of product-mix, pricing and determination of shut-down point.

##### Unit 5: Responsibility Accounting

Concept and approaches to responsibility accounting. Steps involved in responsibility centres and their types; Divisional performance measurement — financial measures.

#### Suggested Readings:

1. Charles C. Horngren, Gary L. Sundem, and William O. Stratton, Introduction to Management Accounting, 15th ed., Prentice—Hall of India/Pearson Education, Delhi, 2009
2. Khan, M.Y., and P.K. Jain, Management Accounting, 6th ed., Tata McGraw-Hill, New Delhi, 2013
3. Richard M. Lynch and Robert W. Williams, Accounting and Management: Planning and Control, 3rd ed., Tata McGraw-Hill, New Delhi, 2005
4. Anthony, Robert N., David F. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 13th ed., Tata McGraw-Hill, New Delhi, 2013

## BSN722: Operations Research

### Objective of the Course

To equip the students with the basic understanding of techniques used in operations research, so as to apply them in business decision-making.

**Allocation of Periods: 45 (Lectures-50, Tutorials-5, Practicals-10)**

### Course Contents

#### Unit 1

a) **Operations Research:** Nature, scope, and applications

b) **Linear Programming:** Mathematical formulation, Graphical Method and Simplex Method of solving LP problem; Special cases: Infeasible Solution, Degeneracy, Unboundedness, and Multiple 'Optimal Solutions'; Sensitivity analysis; Duality; Business applications of linear programming. **(Periods-8-1-2)**

#### Unit 2

a) **Transportation Technique:** Major methods of finding initial basic feasible solution, Stepping-stone and MODI methods for finding optimal solution; Special cases of transportation problem.

b) **Assignment Problem:** Algorithm, Special cases. **(Periods-6-1-2)**

#### Unit 3: Inventory Control

Concept, functions, and significance of inventory; major decisions; Relevant costs; Classical EOQ model: limitations, extensions of the classical EOQ model; gradual receipt; application of EOQ model in production process; quantity discount; Planned stock-out; Re-order level; ABC analysis. **(Periods-5-1-2)**

#### Unit 4

a) **Project Management:** PERT and CPM and their applications, PERT/Cost; Resource leveling.

b) **Queuing Theory:** Introduction; Structure of queuing system; characteristics of M/M/1 queuing model; Applications of queuing theory. **(Periods-5-1-2)**

#### Unit 5

a) **Game Theory:** Concept of game; 'two-person', 'zero-sum' games; pure and mixed-strategy games; rule of dominance; major methods of solving game theory problems; Limitations and applications of game theory.

b) **Simulation:** Definition; Types; Advantages and limitations; Phases of simulation model; Applications to PERT problems, investment problem, and inventory problems. **(Periods-6-1-2)**

### Suggested Readings:

- 1) Anderson, David R., Dennis J. Sweeney, and Thomas A. Williams, Quantitative Methods for Business, Thomas South-Western, New Delhi, 12th ed., 2004
- 2) Hillier, F.S., and G.J. Lieberman, Introduction to Operations Research, McGraw-Hill Book Co., New Delhi, 10th ed., 2015
- 3) Vohra, N.D., Quantitative Techniques in Management, Tata McGraw-Hill, New Delhi, 4<sup>th</sup> ed., 2011.
- 4) Levin, R.I., D.S. Rubin, J.P. Stinson, and E.S. Gardner, Jr., Quantitative Approaches to Management, McGraw-Hill Book Co., New Delhi, 5th ed., 2005
- 5) Hamdy, A. Taha, Operations Research: An Introduction, Prentice-Hall, New Delhi, 8th ed., 2016.

## BSN723: Marketing Management

### Objectives

To acquaint the students with the principles and practices of marketing

**Unit 1: a) Marketing Concept** - Marketing management; Nature and scope; Evolution of marketing; Selling vs marketing; Emerging role of marketing; Marketing mix.

**b) Marketing Environment** - Concept; Need for study; Major elements and their impact on marketing decisions.

**Unit 2: a) Consumer Behaviour** - Consumer vs. organisational/ industrial buyer; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.

**b) Market Segmentation** - Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

### Unit 3: Product Decisions

Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Life-cycle; The new product (Consumer); Adoption process.

**Unit 4: a) Price Decisions** - Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.

**b) Distribution Channels and Physical Distribution Decisions** - Why are marketing intermediaries used? Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution.

**Unit 5: a) Promotion Decisions** - Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal Selling; Public Relations; and Sales Promotion.

**b) Legal, Ethical, and Social Aspects of Marketing** - Consumerism; Consumer protection measures in India; Recent developments in consumer protection in India.

### Suggested Readings:

- 1) Philip Kotler, • Levin Lane Keller, Abraham Koshy, and MithleshwarJha, *Marketing Management: South Asian Perspective*, 13<sup>th</sup> ed., Pearson Education, New Delhi, 2012
- 2) Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, 14<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
- 3) E. Jerome McCarthy and William B. Perrealet, *Basic Marketing: A Managerial Approach*, 15<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
- 4) Philip Kotler and Gary Armstrong, *Principle of Marketing*, 14<sup>th</sup> ed., Prentice-Hall of India, New Delhi, 2014
- 5) *The Consumer Protection Act, 1986*

## **BSN724: Financial Management**

### **Objectives of the Course**

This course seeks to help the students in developing their skills for financial decision-making.

### **Course Contents**

#### **Unit 1: Introduction to Financial Management**

Nature, scope, and objectives of financial management; Time-value of money; Concept of risk and return; Valuation of securities: Bonds and Equities; Functions of Finance Management in modern age.

#### **Unit 2: Long-term Investment Decisions**

Concept and Principles of Capital Budgeting; Methods of capital Budgeting: Payback Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index; Capital budgeting under risk; Certainty-Equivalent Approach and Risk-adjusted Discount Rate

#### **Unit 3 : Working Capital Management**

Concept of working capital; Planning for working capital, The risk-return trade-off; Management of cash and near-cash assets; Payables management; Management of accounts receivable; Inventory management; Sources, of short-term finance.

#### **Unit 4 : Long-term Financing Decisions and Cost of Capital**

Capitalisation; Capital structure; Factors affecting the pattern of capital structure; Basic assumptions and theory of capital structure; Estimation of components of cost of capital; Equity capital and external and internal retained earnings; Debt and preference capital; Weighted-Average Cost of Capital (WACC) and marginal cost of capital; Sources of long-term financing: Capital structure; Operating and financial leverage; Determinants of capital structure; Corporate securities.

#### **Unit 5 : Dividend Decisions**

Concept of dividend; Significance of dividend decision in business; Forms of dividend; Factors affecting dividend policy; Dividend policy theories: Walter's Model; Modigliani-Miller approach; Gordon's Model; Dividend policy in practice.

### **Suggested Readings:**

1. James C Van home, Financial Management and Policy, 13th ed., Prentice-Hall of India, New Delhi
2. I.M. Pandey, Financial Management, Vikas Publication, 11 ed., 2015
3. M.Y. Khan and P.K. Jain, Financial Management, Tata McGraw-Hill, 7th ed., 2014
4. V. Sharan, Essentials of Financial Management, Prentice-Hall of India, New Delhi, 6<sup>th</sup> ed., 2010
5. Van Horne and Wachowicz, Jr., Fundamentals of Financial Management, 13th ed., 2015  
Prentice-Hall of India,
6. Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, concise 9<sup>th</sup> ed. (Indian Edition), Thomson South-western (now Cengage Learning), New Delhi, 2016
7. Ravi M. Kishor, Financial Management, 5th ed., 2018, Taxmann, New Delhi
8. R.P. Rustagi, Financial Management, Galgotia Publishers, New Delhi, 11<sup>th</sup> edition, 2016
9. Lawrence J. Gitman, Principles of Managerial Finance, Pearson Education, 14<sup>th</sup> ed., New Delhi
10. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill, 6<sup>th</sup> ed., 2014

## **BSN725: Human Resource Management**

### **Objective of the Course**

To enable students to understand procedures, processes and techniques applied in the management of Human Resource in an organisation.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

### **Course Contents**

#### **Unit 1 : Introduction to Human Resource Management**

(a) Evolution of FIRM (b) Objectives and functions of HRM (c) Role and responsibilities of HR manager (d) Relevance of HRM (e) Systems approach to HRM. **(Period-6-1-2)**

#### **Unit 2 : Acquisition of Human Resource Management**

(a) Human Resource Planning: Purpose and process (b) Recruitment and Selection: Sources of Recruitment, Stages in Selection Process (c) Placement, goals analysis: Job description and job specification. **(Period-7-1-4)**

#### **Unit 3 : Developing Human Resources**

(a) Training and Development: Training needs, training methods, application of computers in training, developing effective training programmes (b) Concept of HRD (c) Management development programmes **(Period-4-1-2)**

#### **Unit 4 : Performance Appraisal**

(a) Concept and objectives of performance appraisal (b) Process of performance appraisal (c) Criteria for performance appraisal (d) Benefits of performance appraisal (e) Limitations and constraints (f) 360 degree performance appraisal (g) Promotion-degree, transfer and separation: Promotion, purpose, principles and types; Transfer: Reasons, principles and types; Separation: Lay-off, resignation, dismissal, retrenchment, voluntary, retirement scheme. **(Period-4-1-1)**

#### **Unit 5 : Motivating Human Resources**

(a) Motivation at Work, Major Motivation Theory: An Overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, types of incentives; Incentives schemes in Indian industries; Fringe benefits (e) Discipline and employees' grievance redressal **(Period-5-1-0)**

### **Suggested Readings:**

1. Dessler, Gary, and Biju Varkkey, Human Resource Management, 14 th ed. Pearson Education, New Delhi, 2015.
2. Gomez-Mejia, et al., Managing Human Resources, 7<sup>th</sup> ed., Pearson Education
3. Ivancevich, Human Resource Management, Tata McGraw-Hill, 8 ed., 2000
4. David S. Decenzo and Stephen P. Robbins, Personal/Human Resource Management, 8th ed., Prentice-Hall of India, New Delhi, 2015
5. Biswajeet Pattanayak, Human Resource Management, 4th ed., Prentice-Hall of India, New Delhi
6. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill, 6<sup>th</sup> ed.
7. RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, 5<sup>th</sup> ed.

## SEMESTER III

### BSN731: International Business

#### Objective of the Course

To expose students to the concept, importance, and dynamics of international business and India's involvement with global business operations.

#### Allocation of Periods: 45 (Lectures-35, Tutorials-5, Practicals-5) Course Contents

##### Unit 1

**a) Introduction:** Nature and scope of International business; Rationale of International business; Concept of globalization and its importance; Impact of globalization; International business Vs domestic business.

**b) International business environment:** Economic, Socio-cultural and politic-legal environment; Complexities of International business; Modes of entry into International business; Global trading environment-recent trends in world trade in goods and services; Trends in India's foreign trade.

##### Unit 2

**a) Theories of International Trade:** An overview; Commercial Policy Instruments-tariff and non-tariff measures; Balance of payment account and its components.

**b) International Organisations and Arrangements:** WTO - Its objectives, principles, organisational structure and functioning; An overview of other organizations — UNCTAD, World Bank and IMF; Commodity and other trading agreements.

##### Unit 3

**a) Regional Economic Co-operation:** Forms of regional groupings; Integration efforts among countries in Europe, North America, and Asia.

**b) International Financial Environment:** International financial system and institutions; Foreign exchange markets and risk management; Foreign investments-types and flows; Foreign investment in Indian perspective.

##### Unit 4

**a) Organisational structure for international business operations:** Key issues involved in making international production, finance, marketing and human resource decisions; International business negotiations.

**b) Developments and issues in International business:** Outsourcing and its ' potentials for India; Strategic alliances, mergers and acquisitions; Role of IT in International business; International business and ecological considerations.

##### Unit 5

**a) Foreign Trade promotion measures and organizations in India; Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.**

**b) Financing of foreign trade and payment terms.**

#### Suggested Readings:

1. Charles, W.L. Hill and Arun K. Jain, International Business, Tata McGraw-Hill, New Delhi, 2011, 6<sup>th</sup> edition
2. Johnson, Derbe, and Colin Turner, International Business — Themes and Issues in the Modern Global Economy, London: Routledge, 2010, 2<sup>nd</sup> edition
3. Cherunilam, Francis, International Business: Text and Cases, Prentice-Hall of India Ltd., 2009, 6<sup>th</sup> edition.
4. John, H. Daniels and Lee H. Radenbaugh, International Business Environments and Operations, Pearson, Delhi, 2009, 12<sup>th</sup> edition
5. Justin, Paul, International Business, Prentice-Hall of India Ltd., 2008, 5<sup>th</sup> edition
6. Michael R. Czinkota, et al., International Business, The Dryden Press, Fortforth, 2002
7. RBI, Report on Currency and Finance, Various issues.
8. Griffin, Ricky, and Michael W. Pustay, International Business — A Managerial Perspective, Prentice-Hall, Upper Saddle River, New Jersey, 2003
9. Bennett, Roger, International Business, Pearson, Delhi, 1999, 2<sup>nd</sup> edition
10. UNCTAD Reports
11. WTO, Annual Report, Various Issues

## BSN732: Research Methodology

**Unit 1 Concept of Research:** Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research.

Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

**Unit 2 Research design:** Concept, Features of a good research design, Use of a good research design; Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

**Unit 3 Scaling & measurement techniques:** Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.

Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

**Unit 4 Sampling:** Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.

**Unit 5 Data Analysis:** Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots.

Bi-variate Analysis: Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient, Cross tabulations, Chi-square test;

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance.

Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, on-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications, Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.

### Suggested Readings:

1. Business Research Methods, Naval Bajpai, Pearson Education, 2015
2. Research Methodology, C R Kothari, New Age International, 2<sup>nd</sup> edition, 2013
3. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication, 1<sup>st</sup> edition, 2011
4. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 12<sup>th</sup> Edition (2013)
5. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 4<sup>th</sup> Edition. (2015)

**SEMESTER IV**  
**BSN741: Entrepreneurship Development**

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Course Contents**

**Unit 1 : Foundations of Entrepreneurship Development**

Concept and need of entrepreneurship; Definition of entrepreneur, entrepreneurship, innovation, invention, creativity, business idea; Entrepreneurship as a career; Entrepreneurship as a style of management; The changing role of the entrepreneur; Entrepreneurial traits. **(Periods-6-1-2)**

**Unit 2 : Theories of Entrepreneurship**

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs; Challenge to women entrepreneurs; achievements of women entrepreneurs. **(Periods-4-1-2)**

**Unit 3 : Business Planning Process**

The business plan as an entrepreneurial tool; Elements of businessman; Objectives; Market analysis; Development of product/idea; Marketing, finance, organization and management; Ownership; Critical risk contingencies of the proposal; Scheduling and milestones **(Periods-7-1-2)**

**Unit 4 : Project Management**

Technical, financial, marketing personnel, and management feasibility reports; Financial schemes offered by various financial institution, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs. **(Periods-7-1-2)**

**Unit 5 : Entrepreneurship Development and Government**

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc. **(Periods-5-3)**

**Suggested Readings:**

1. Khanka, S.S., Entrepreneurial Development, S. Chand, New Delhi
2. Hisrich D. Robert, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, McGraw-Hill, 6th ed.
3. Zimmerer W. Thomas, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI, 4th ed.
4. Holt H. David, Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.
5. Kuratko, F. Donald, Richard M. Hodgetts, Entrepreneurship: Theory, Process, Practice, Thomson, 7th ed.
6. Desai, Vasant, Dynamics of Entrepreneurial Development and Management, Mumbai, Himalaya Publishing House, Latest edition.
7. Dollinger, Mare J., Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.
8. Patel, V.G., The Seven Business Crises and how to Beat them, Tata McGraw-Hill, ship, New Delhi, 1995. reer;
9. Roberts, Edward B. (ed.), Innovation: Driving Product, Process; and Market Change, ieur; San Francisco: Jossey Bass, 2002.
10. SIDBI Report on Small Scale Industries Sector, Latest edition



## **BSN742: Corporate Social Responsibility & Corporate Governance**

**Objective:** The course aims to develop student's general theoretical knowledge of corporate social responsibility in contemporary economies and to reflect upon and analysis CSR as an evolving management practice and to gain basic knowledge on Corporate Governance Principles and purpose of good corporate governance

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

### **Unit 1 : Introduction to Corporate Social Responsibility (Periods-6-1-2)**

Definition, Necessity, Demands and Implications of CSR, Global Perspective, Trends and Generation of CSR, Social and ecological responsibility, Forces causing social and ecological responsibility, Corporate Responsibility, Accountability and Sustainability, Integrating Bottom Line Measures in CSR, Indian Approach to' CSR.

### **Unit 2 : Corporate Sustainability (Periods-6-0-2)**

Concept of corporate sustainability, Drivers for corporate sustainability, External drivers: Governments, community activists, consumers, customers, market expectations, other corporations, industry associations and non-government organisations. Internal drivers: Corporate leaders and change agents within the company.

### **Unit 3 : Corporate Governance (Periods-8-2-3)**

Evolution of Corporate Governance, Narasirnhao Com ittee and other Committee Recommendations on Corporate Governance, Effective Board of Directors and its role, Independent Directors and Audit Committee, Remuneration Committee, Nomination Committee; Corporate and Capital Structures

### **Unit 4 : Evaluation of effectiveness of Internal Control (Periods-10-2-3)**

Management Accounting applications and Directors' Responsibility Statement; Going Concern status-financial and other indicators, role of management audit, evaluation of going concern uncertainties; Related party transactions and disclosures; Project management audit and corporate governance; Relevance of Risk Evaluation and Risk management; Evaluation of key financial decisions and disclosures; Management Audit for investors' protection in the context of Corporate Governance, Corporate Governance Norms as prescribed by SEBI,

### **Suggested Readings:**

1. May, Steve, George Cheney, and Juliet Roper (eds.) (2006), The Debate over Corporate Social Responsibility, Oxford University Press.
2. Baxi CV, and Prasad Ajit, Corporate Social Responsibility: Concept and Cases, Excel Books, 2006.
3. Dunphy, D., A. Griffiths, and S. Benn, Organisational Change for Corporate Sustainability, London: Routledge, 2003.
4. Laura P. Hartman and Abha Chatterjee, Perspectives in Business Ethics, Tata McGraw Hill, 3rd ed., 2007.
5. John L. Colley, Jacqueline L. Doyle, George W. Logan, and Wallace Stettinius, Corporate Governance, McGraw-Hill, 2003.

**MARKETING GROUP**  
**(Electives)**  
**Group A**  
**BSN7M1: Consumer Behaviour**

**Objective of the Course**

To enable students to understand the Concepts and Strategies of Management of Consumer Behaviour and Branding.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

**Unit 1 : Introduction**

Defining consumer behaviour; Reasons for studying consumer behaviour, applying consumer behaviour knowledge; Scope of consumer behaviour; Market segmentation; Bases of segmentation, Criteria for effective targeting of market segments **(Periods-6-1 -2)**

**Unit 2 Consumer as an Individual**

Consumer Motivation; Consumer involvement, Personality and Self Concept; Perception; Consumer Learning and memory; Information processing, Attitudes and Changing Attitudes **(Periods-7-1-2)**

**Unit 3 Consumers in Social and Cultural Settings**

Reference Groups and Family Influences; Social class, Cultural; Sub cultural and Cross cultural Influences on Consumer Behaviour; Personal influences and Diffusion of Innovations; Impact of Media and Globalization. **(Periods-7-1-2)**

**Unit 4 : Consumer Decision Process**

Problem Recognition; Search and Evaluating; Purchasing processes; Post-purchase Behaviour; Consumer Behaviour Models; Consumerism; Organisational Buying Behaviour. **(Periods-4-1-2)**

**Unit 5 : Branding**

(a) Concept of Brand (b) Types of Brand (c) Branding Challenges (d) Products & Brands (e) Brand Image & Personality (f) Brand Equity (g) Association (h) Brand Positioning, Core values, & Brand Mantra (i) Brand Extension (j) Managing Brands (k) Branding in Services. (1) Global Branding. **(Periods-6-1-2)**

**Suggested Readings:**

1. Schiff man and Kanuk, Consumer Behaviour, Prentice-Hall of India, 2007.
2. H.V. Verma, Brand Management Excel Books -2007
3. Desmond J, Consumer Behaviour, Palgrave, 2007
4. Loudon, D L, Consumer Behaviour, Tata McGraw-Hill, 2007 edition)
5. Blackwell, et al, Consumer Behaviour ,Vikas, 9th edition (Blackwell) 2007.

## BSN7M2: Sales Management

### Course Objective

To enable a students to understand the Processes, Planning and Strategies of Sales and Distribution Management.

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

### Unit 1 : Introduction

(a) Selling as a part of marketing, Sales management process (b) Role of sales manager, Concept of personal selling, Sales management and salesmanship (c) Theories of personal selling; Process of personal selling.

**(Periods-6-1-2)**

### Unit 2 : Goals in Sales Management

(a) Goal setting process in sales amanagement, Analysing market demand and sales potential (b) Techniques of sales forecasting; Preparation of sales budget (c) Formulating selling strategies (d) Designing sales territories and allocating sales effort, objectives and Quota for sales personnel.

**Periods-(6-1-2)**

### Unit 3 : Sales Force Management

(a) Organising the sales force, Designing the structure and size of sales force (b) Recruitment and selection of sales personnel, Leading alid motivating the sales force (c) Training the sales personnel, Designing and administering Compensation Plan, Sales contest; Evaluation Programme (d) Sales analysis, Cost analysis.

**Periods-(6-1-2)**

### Unit 4 : Introduction to Distribution Management

(a) Concept of distribution channel (b) Importance of a channel, Types of channel, Primary and specialized distributors and participants (c) Distributors policies and strategies.

**Periods-(6-1-2)**

### Unit 5 : Channel Management

(a) Forces of distributing systems (b) Distributor's selections and appointment (c) Channel conflicts and resolutions, Training the distributor's sales team (d) Developing linkages with various teams.

**Periods-(6-1-2)**

### Suggested Readings:

1. Spiro, Management of the Salesforce, Tata McGraw-Hill, 2007
2. Still, Cundiff and Govoni, Sales Management : Decisions, Strategies and Cases Prentice-Hall of India, 5 ed., 2007
3. Coughlan, Anne T , et al.; Marketing Channels ,Prentice—Hall of India, 2007
4. Donaldson B, Sales Management: Theory and Practice, Palgrave, 2007
5. Sahu, P K and Raut K C, Salesmanship and Sales Management, Vikas, 2007
6. Nair & Nair-Sales and Distribution Management, Himalaya Pub. House, 2007

## BSN7M3 International Marketing

### Objective of the Course

To enable the students to understand the concept, implications and procedures of. International Marketing and be able to apply those in management of International Business.

**Allocation of Periods: 45 (Lecturer -35, Tutorials- 5, Practicals- 5)**

### Course Contents

#### Unit I

**a) Introduction to International Marketing:** Meaning, nature, and scope of international marketing; International marketing distinguished from domestic marketing, Exporting, International trade and International business; International marketing management process- an overview.

**b) International Marketing Environment:** Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, Tariff and non tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), Regional economic groupings- European Union (EU), NAFTA, ASEAN, etc., Facilities and incentives schemes for exporters.

#### Unit 2

**a) International Product/ market Selection and Entry Modes:** Selecting products, Selecting Market, Various modes of entry into international markets and their evaluation, Export licensing/ franchising,.contracting, Joint Venture, setting up wholly owned subsidiary.

**b) International Product Planning:** Product in international context, standardization vs. adoption decision, other considerations; Packaging, Branding, after Sales Services, ISO 9001: 2000 quality system standard

#### Unit 3

**a) International Pricing:** Factors influencing price, pricing methods, Decisions and Pricing process, Price quotations and related considerations.

**b) International Distribution:** Types and Functions of Foreign Distribution Channels, Selection of middlemen, Distribution logistics- transportation and warehousing decisions

#### Unit 4 : International Promotion

International advertising- Standardization vs. Adaptation, Selection of Media, Selection of Agency, Measuring Advertising Effectiveness.

#### Unit 5 : Import and Export Procedures

(a) ICD's, Dry Port, Wet Port (b)Domestic Procedures (c)International Procedures (d)Procedures Specific of other country.

#### Suggested Readings:

1. Vern Terpestra, *International Marketing*, Southwest publication, 2005
2. Varshney RL and B, Bhattacharya, *International Marketing- Indian Perspective*, Sultan chard Publication 2006
3. Fayerweather, J, *International Marketing Management*, Sage Publication, 2006
4. Cateriao, R, Phylip, *International Marketing*, Tata McGraw Hill, 2006
5. Jain Subash, *International Marketing Management*, Southwest Publication, 2005

## **BSN7M4: Services Marketing**

### **Objective of the Course**

To enable students to understand the Conceptual Aspects of Services Marketing

**Allocation of Periods: 45 (Lectures-30, Tutorials-5, Practicals-10)**

### **Unit 1 : Introduction to Services Marketing**

**(Periods-3-1-2)**

Service as a Marketing Concept; Factors for the growth of service sector; Characteristics of Services; Dimensions of services; Classification of services; Managing customer expectations: Levels of expectations; Zone of tolerance; Segmentation, targeting, and positioning of service.

### **Unit 2 : Services Marketing-Mix**

**(Periods-7-1-2)**

Product: Service package, core, and supplementary Services; Product levels, service levels, and delivery; Price: Pricing concepts and issues in pricing, pricing policy, pricing approaches, price and customer values; Promotion: Internal and external communication, issues in services promotion; Place: Service distribution, channel options, service distribution strategy; People: Types, role, staff selection and training and motivation; Process: Use of technology and way of delivery of service; Physical Evidence: Importance and role, physical evidence strategy.

### **Unit 3 : Service Design**

**(Periods-4-1-2)**

Essentials of a service system; Components of services; Designing the service package; Front office interface; Back office interface; Operations system; Service delivery system; Customer satisfaction and conflicts; Service recovery system; Service Quality: Concept of service quality, Measuring service quality; SERVQUAL system; Concept of CRM: CRM objectives, technology impact on services, concept of e-CRM.

### **Unit 4 : Globalisation of Services**

**(Periods-4-1-2)**

Stages of globalization; International marketing of services; Emerging trends; Principal driving forces in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.

### **Unit 5 : Marketing of Financial and Hospitality Services**

**(Periods-4-1-2)**

Financial Services: Deciding the service quality; Understanding the customer expectations; Segmenting, targeting and positioning of financial services; Marketing mix strategies with reference to credit cards; Home loans; Insurance policies and Banking services; Marketing of hospitality products; Factors affecting hospitality experience; Classification of hospitality products; Types of tourism; Factors affecting demand tourism; Functional framework of tourism; Segmentation in tourism market; Marketing strategies for tourism marketing

### **Suggested Readings:**

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw-Hill, 4th ed., 2008.
2. Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 511' edition, 2007.
3. Baron S and Harris K, Services Marketing: Text and Cases., Palgrave, 2003
4. RajendraNargundkar, Services Marketing: Text and Cases, Tata McGraw-Hill, 2nd ed., 2007
5. Harsh V Verma, Services Marketing: Text and Cases , Pearson Education, 2008
6. Rama Mohana Rao, Services Marketing, Pearson Education
7. GovindApte, Services Marketing ,Oxford Univ. Press

**FINANCE GROUP**  
**(Electives)**  
**Group B**  
**BSN7F1 Security Analysis and Portfolio Management**

**Objective of the Course**

To enable the students to gain an insight of different Investment Alternatives, Structure of Indian Securities Market and Valuation of Risk and Return of various Corporate Securities.

**Allocation of Periods- 45 (Theory- 30, Tutorial-5, Practical-10)**

**Course Contents**

**Unit 1 : Introduction of Investment**

(a) Meaning and Objective of/Investment (b) Investment Decision Process (c) Categories of Investment (d) Phases of Security Analysis **(Periods-6-0-1)**

**Unit 2 : Introduction of Capital Market**

(a) Meaning and Nature of Capital Market (Primary Market and Secondary Market) (b) Functions and limitations of Capital Market (c) Trading of securities (d) SEBI guidelines **(Periods-6-0-2)**

**Unit 3 : Introduction to fundamental Analysis**

(a) Technical Analysis and Efficient Market Hypothesis (b) Dividend Capitalization Model (c) Price-Earning Multiplier Approach **(Periods-8-3-3)**

**Unit 4 : Portfolio Analysis**

(a) Portfolio Analysis and Selection (b) Risk and Return Analysis(c) Beta (d) Markowitz Model.(e) Capital Asset Pricing Model. (f) Arbitrage Pricing Theory **(Periods-5-2-3)**

**Unit 5 : Portfolio Revision and Evaluation**

(a) Portfolio Revision and Portfolio Evaluation (b) Constant Rupee Value Plan (c) Constant Ratio Plan (d) Sharpe and Treynor Measures (e) Mutual Fund Industry **(Periods-5-1-1)**

**Suggested Readings:**

1. Fischer, Donald, E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall India, New Delhi, 6th ed.
2. Chandra, Prasanna, Investment Management, Tata McGraw Hill, New Delhi.
3. Sharpe, William, F. Alexander, and Bailey, Investment, Prentice Hall Of India, 5th Edition.
4. Kevin, S. Portfolio Management, Prentice Hall India, New Delhi.
5. Avadhani, V.A, Investment and Security Market In India, Himalaya Publishing House, 3rd Edition.

## BSN7F2 : Financial Markets and Institutions

### Objectives of the Course

To acquaint the students with the essentials of Financial System and Services in India

### Allocations of Periods- 45 (Theory -30, Tutorial-6, Practical-9) Course Contents

#### Unit 1 : Financial System

a) Nature and Role of Financial System; Structure/ organisation of financial system; Functions of financial sector; Indian Financial System- an overview; Globalisation of Financial Markets.

b) Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets **(Periods 6-1-1)**

#### Unit 2 : Management of Commercial Banks

An overview, Management of Banking Institutions; negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms prescribed by Regulators; Management of Non-Performing Assets; Capital Adequacy Norms; Basel II Framework; Risk-Rating Agencies; Regulatory framework for Banks. **(Periods 8-1-3)**

#### Unit 3 : Risk of Financial Inter-mediation

Introduction; Interest Rate Risk/Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk **(Periods 3-1-0)**

#### Unit 4 : Risk Management in Financial Institutions

Managing credit risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing risk through Sale of Assets and Securitisation, Derivatives **(Periods 7-2-4)**

#### Unit 5 : Management of Non-Banking Financial Institutions

Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions — PCF, IDFC, REC **(Periods 6-1-1)**

### Suggested Readings:

1. Anthony Saunders, Financial Markets and Institutions, 4th ed., McGraw-Hill Publishing Company, New Delhi.
2. K Sasidharan, Financial Services and System (2008), McGraw-Hill Publishing Company, New Delhi.
3. Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice-Hall of India, 2008.
4. M.Y. Khan, Financial Services, 4th ed., McGraw-Hill Publishing Company, New Delhi, 2008.
5. Anthony Saunders, Financial Institutions Management- A Risk Management Approach, 6th ed., McGraw-Hill Publishing Company, New Delhi.
6. M.Y. Khan, Indian Financial System, 6th ed., McGraw-Hill Publishing Company, New Delhi, 2008.
7. Sharma, Management of Financial Institutions: With Emphasis on Bank and Risk Management, Prentice-Hall of India, New Delhi.
8. L.M. Bhole, Financial Institutions and Markets, 4th ed., McGraw-Hill Co., New Delhi, 2008

## **BSN7F3 : Project Planning and Evaluation**

### **Objective of the Course**

To enable students to understand not only the theoretical aspects of project management but also its applicability in its totality and to develop skill among them to formulate and shape the corporate investment strategies.

### **Course Contents**

#### **Unit 1 : Project Planning and Analysis**

Introduction to concept of project management; An overview of project appraisal and capital budgeting; Resource allocation framework; Generation and screening of project ideas: Market and demand analysis, technical analysis, financial analysis. **(Periods-7-2-3)**

#### **Unit 2 : Project Selection and Implementation**

Project cash flows; Cost of capital; Appraisal criteria; Special decision situation; Risk analysis; Social cost benefit analysis; Qualitative factors; Strategic aspects and organisational considerations; Implementations of projects; network techniques for project management; Evaluation of infrastructure projects; Public-private partnership; Types of infrastructure financing; BOT, BOOT, Annuity basis; Escrowing of/Cash profits **(Periods-8-2-3)**

#### **Unit 3 : Project Monitoring, Reporting Techniques and/Evaluation**

Management techniques for project • Management; Project monitoring; Management reporting; Management Information System (MIS); Project management self-assessment guide **(Periods-5-0-1)**

#### **Unit 4 : Project Review and Administrative Aspects**

Initial review; Performance evaluation; Abandonment analysis; Behavioral issues; Administrative aspects of capital budgeting; Evaluating capital budgeting system **(Periods-6-1-2)**

#### **Unit 5 : Management of Public Enterprises**

Organisational issues of public enterprise; Operational issues of public enterprises **(Periods-4-0-1)**

### **Suggested Readings:**

- 1 Chandra, Prasanna, Projects, Planning, Planning Analysis, Selection, Implementation and Review, Tata McGraw-Hill, 4th ed., 2008
2. Goel, BB, Project Management: Principles and Techniques, Deep and Deep Publications



## **BSN7F4: Corporate Tax Planning**

### **Objective**

To provide basic knowledge of India's tax laws and their impact on business decision

### **Course Contents**

#### **Unit 1: Basic Concepts**

Tax planning; Tax management; Tax evasion; Tax avoidance; Money laundering; An overview of taxation in India: Direct and Indirect taxes; Customs Act; Central Excise Act; Service tax; Sales tax; VAT and Goods and Service Tax (GST); Income tax; Wealth tax; Gift tax; and Central gain tax

#### **Unit 2 : Corporate tax in India**

Types of companies; Residential status of companies and tax incidence; Tax liability; Taxation of Not-for-Profit organisations; Tax on distributed profits.

#### **Unit 3 : Tax Planning**

Tax planning with reference to setting up of a new business: Location aspect, nature of business, form of organization; Tax planning with reference to financial management decision-capital structure, dividend including deemed dividend and bonus shares; Tax planning with reference to specific management decisions, - Make or buy, own or lease, repair or replace; Tax planning with reference to employees' remuneration; Tax planning with reference to sale of scientific research assets; Tax planning with reference to receipt of insurance compensation; Tax planning with reference to distribution of assets at the time of liquidation

#### **Unit 4 : Special provisions relating to non-residents**

Double taxation relief; Provisions regulating transfer pricing; Advance ruling Direct Tax Code 2009 and tax planning

#### **Unit 5 : Tax planning with reference to business restructuring**

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies

### **Suggested Readings:**

1. Ahuja, Girish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, Delhi
2. Singhania, Vinod K., Kapil Singhania, and Monica Singhania, Direct Taxes Planning and Management, Taxmann Publications Pvt. Ltd., New Delhi
3. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi
4. SP Goyal, Direct Tax Planning, Sahitya. Bhawan, Agra
5. Bare Acts of relevant enactments

**HUMAN RESOURCE GROUP**  
**(Electives)**  
**Group- C**  
**BSN7H1: Industrial Relations and Labour Laws**

**Objective of the Course**

To enable students to learn the concepts of industrial relations including Trade unions, collective bargaining, discipline and various labour enactments.

**Allocation of Periods: 45 (30 Lectures, 5 Tutorials, 10 Practicals)**

**Course Contents**

**Unit I: Industrial Relations**

Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment , Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; Human Resource Management and IR, Role of I.L.O in Industrial Relations, International Dimensions of IR

**(Periods: 6 -1-1)**

**Unit 2: Trade Union**

Trade Union: Origin and growth, unions after independence, unions in the era of liberalization; Factor Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Provisions of Trade Union Act 1926.

**(Periods: 5 -1- 2)**

**Unit 3: Collective Bargaining and Workers' Participation in Management**

a) Collective Bargaining: Meaning, Nature, Types, Process and Importance of CB-prerequisites issues involved. Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining; b) Workers' Participation in Management: Concept- practices in India works committees, Joint management councils. Participative Management and co-ownership; Productive Bargaining and Gain Sharing

**(Periods: 4- 1-2 )**

**Unit 4: Discipline and Grievance Redressal**

Discipline - Causes of Indiscipline - Maintenance of discipline and misconduct, Highlights of Domestic enquiries - Principles of Natural Justice; Labour turnover; Absenteeism Grievance - Meaning of Grievance, Grievance redressal machinery in India- Grievance Handling Procedure; Salient features of Industrial Employment (Standing Orders) Act, 1946.

**(Periods: 7 -1- 3)**

**Unit 5**

**a) The Industrial Disputes Act, 1947:** Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act —Procedure, Powers and Duties of Authorities — Strikes and Lock outs — Lay off and Retrenchment — Special Provisions relating to Layoff, Retrenchment and Closure.

**b) The Factories Act, 1948:** Provisions relating to Health, Safety, Welfare facilities, Working hours, Employment of young persons Annual Leave with wages etc.

**(Periods: 8 - 1 - 2)**

**Suggested Readings:**

1. C.S Venkata Ratnam — Industrial Relations , Oxford University Press, 2nd Edition, March 2006
2. B.D Singh- Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
3. K Aswathappa- Human Resource Management, Tata McGraw-Hill, 7th Edition, 2013
4. P.L Malik - Handbook of Labour and Industrial Law (EBC) (12th Edition, 2009)
5. M.V Pylee, Workers Participation in Management, Vikas Publishing House Pvt. Ltd. 2004
6. C.S VenkataRatnam, Pravin Sinha, Trade Union Challenges at the beginning of 21st Century (Excel Books), 2000

## **BSN7H2: STRATEGIC HUMAN RESOURCES PLANNING**

### **Course Objective:**

This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies to understand HR as a strategic resource.

### **UNIT- 1**

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organisations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate Strategy and human resource management.

### **UNIT-2**

The HRM and approaches to HRM; HRM in personnel management; work organisation and systems; social organisation of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organisation design and the role of HRM in organisation management

### **UNIT-3**

Human Resource Management in other countries; Human Resource Planning and it's linkage to corporate planning; HR planning process, techniques/methods; HR planning in an ongoing organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system.

### **UNIT-4**

Managing Human Resources inflow- Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources ñ Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

### **UNIT-5**

Strategic management of employee relations, HRM approach to employee relations: HRM values and employee relations; change management; creating employee commitment through the HRM Approach; HRM and culture management; employees involvement and participation in decision- making and management of organization; negotiating employee relations: HRM and trade unions: HRM changes in management control systems: HRM accounting.

### **Suggested Readings:**

1. Kenneth Andrew, A Concept of Corporate Strategy.
2. HRM by Gary Dessler
3. HRM by Decenzo and Robbins

## BSN7H3: Performance and Compensation Management

### Objective of the Course

To enable students to learn the strategies & management of wages, salary and compensation in an organisation & the legal provisions involved there in.

**Allocation of Periods: 45 (30 Lectures, 5 Tutorials, 10 Practicals)**

#### **Unit 1 : Introduction (Periods: 7 - 1 - 2)**

Compensation meaning, Importance, Components & types of compensations, Factors Influencing Compensation, Challenges of Compensation, Theory of wages, Wages - Living wage, Fair wage and Minimum wage. Related Case Laws. Difference between Wages and salary, Wages Plans, Compensation Management: Role of Trade Unions, Government and Other Stake Holders.

#### **Unit 2 : (Periods: 5 - 1 - 1)**

Internal alignment, Factors influencing internal structure, Strategic choices in defining internal structure, Job analysis: procedure and design. Job evaluation- definition, Purpose of job evaluation, Job based structures, its role in determining the compensation system, categories of job evaluation- analytical, non-analytical and market pricing; developing and maintaining job evaluation schemes.

#### **Unit 3 : Individual and Team Pay (Periods: 6 - 1 - 2)**

Types of grade and pay structure, developing grade and pay structure, individual contingent pay, performance and competency related pay, contribution related pay; Team rewards- developing team pay, profit sharing, ESOPs, Recognition schemes, Role of performance appraisal in compensation decisions.

#### **Unit 4 Legal Aspects of Wages & Salary (Periods: 7 - 1 - 3)**

Administration International Labour Standards & Norms for Wage determination, Salient features of Payment of Wages Act 1936, Minimum Wages Act 1948, Employees Provident & Misc. Provisions Act, Latest developments in Govt pension schemes, Equal Remuneration Act.

#### **Unit 5 : International pay systems (Periods: 5 - 1 - 2)**

Managing variations, The social contract, culture, National systems: Comparative compensations. Future trends in compensation management, case studies.

### Suggested Readings

1. George T Milkovich, Jerry Newman, C.S VenkataRatnam - Compensation (Mc GrawHill) Ninth Edition.
2. Michael Armstrong- A Handbook of Employee Reward Management & Practice, Kogan Page 2/e
3. Dipak Kumar Bhattacharyya -Compensation Management — Oxford University Press 2009
4. P.L Malik - Handbook of Labour and Industrial Law (EBC) (12th Edition, 2009)
5. Richard I Henderson, Compensation Management in a Knowledge- Based World, Pearson education, 10/e, 2009
6. K Aswathappa- Human Resource Management- Tata McGraw Hill Fifth Edition. 5/e, 2008

## **BSN7H4: Negotiation and Counseling**

### **Objective of the Course:**

To understand the concepts of conflict, negotiation, counselling and their significance for modern business. To enable students to identify the patterns of negotiations and counselling and also the influence of various factors and issues that have bearing on effective negotiations and counselling.

### **Course Contents**

#### **Unit 1 : Conflict**

Concept, sources, types, stages of conflict. Classification of conflict- intra-individual, inter-personal and inter-group; strategies for conflict - individual, organisational. Role of Communication in conflict, stimulating conflicts in organisations.

#### **Unit 2 : Negotiation**

Concept, resolving conflict through negotiations, critical elements of negotiations, strategy and tactics of distributive bargaining and integrative negotiations. Strategies of negotiations, importance of perception and cognition in negotiation, cognitive biases in negotiations, communication and negotiations, gender and negotiations.

#### **Unit 3**

a) Important Factors and Emotions in Negotiation: Creativity, BATNA, Role of emotions.

b) International and Cross Culture Negotiations: Environmental and cultural context. Influence of culture on negotiations.

c) Role of Third Party in Negotiations: benefit and liability of third party interventions, types of third party interventions, formal intervention methods -mediation, arbitration, process consultation and combination. Latest developments in the field of Alternative dispute resolutions.

#### **Unit 4**

a) Counselling: Concept and definition of counselling, emergence and growth of counselling, counselling psychotherapy, instructions and counselling,

b) Approaches to Counselling- psychoanalytical, behaviouristic and humanistic approach;

#### **Unit 5**

Goals of counselling, characteristics of counsellor, values in counselling, 5 D model of counselling process, phases of counselling, procedures of counselling, core conditions of counselling, principles and techniques of counselling, Organisational applications of counselling, concepts of mentoring, ethics in counselling

### **Suggested Readings:**

1. Roy.J, Levick, David M. Saunders, Bruce Barry Negotiation, 'rata McGraw Hill, New Delhi, 5/e, 2008.
2. Kavita Singh, Counselling skills for managers, Pearson Education, New Delhi, 1/e, 2006.
3. Steven Cohen -- Negotiating skills for managers, Tata McGraw Hill, New Delhi, 1/e, 2008.
4. Richard Welson , Jones, Introduction to Counseling skills -- Texts and Activities, Sage Publications, 2000.
5. Barbara A. I3udjac, Corvette, Conflict Management: A Practical Guide to Developing Negotiation Strategies, Pearson Education, New Delhi, 2007.