

# St. Xavier's University, Kolkata

## B.M.S. (Honours) Curriculum

### SEMESTER – I

Code	Subjects	Full Marks	Classification	Credits
BMHRCC110T	Fundamentals of Management & Organizational Behaviour	100	CC	6
BMHRCC120T	Business Accounting	100	CC	6
BMHRGE130T	Entrepreneurship Development	100	GE	6
BMHRAE140T	Business Communication - I	50	AE	1
BMHRAE150T	Environmental Studies - I	50	AE	1
BMHRAE160T	Foundation Course – I (Inter Religious Studies & Social Harmony)	50	AE	1
	<b>Total</b>	<b>450</b>		<b>21</b>

### SEMESTER – II

Code	Subjects	Full Marks	Classification	Credits
BMHRCC210T	Managerial Economics	100	CC	6
BMHRCC220T	Business Mathematics & Statistics	100	CC	6
BMHRGE230T	Taxation & Tax Planning	100	GE	6
BMHRAE240T	Business Communication - II	50	AE	1
BMHRAE250T	Environmental Studies - II	50	AE	1
BMHRAE260T	Foundation Course – II (Personality Development)	50	AE	1
	<b>Total</b>	<b>450</b>		<b>21</b>

### SEMESTER – III

Code	Subjects	Full Marks	Classification	Credits
BMHRCC310T	Macroeconomics	100	CC	6
BMHRCC320T	Principles of Marketing	100	CC	6
BMHRCC330T	Management Accounting	100	CC	6
BMHRGE340T	Production & Operations Management	100	GE	6
BMHRSE350T	Information Technology Tools & E-Commerce	100	SE	4
	<b>Total</b>	<b>500</b>		<b>28</b>

### SEMESTER – IV

Code	Subjects	Full Marks	Classification	Credits
BMHRCC410T	Business Research	100	CC	6
BMHRCC420T	Human Resource Management	100	CC	6
BMHRCC430T	Financial Management	100	CC	6
BMHRGE440T	Ethics & CSR	100	GE	6

BMHRSE450J	Internship & Term Paper	100	SE	4
	<b>Total</b>	<b>500</b>		<b>28</b>

### **SEMESTER – V**

<b>Code</b>	<b>Subjects</b>	<b>Full Marks</b>	<b>Classification</b>	<b>Credits</b>
BMHRCC510T	Quantitative Techniques for Management	100	CC	6
BMHRCC520T	Legal Aspects of Business	100	CC	6
BMHRDS531T/532T	Elective – I (Discipline Specific Elective) – Paper F1 or M1	100	CC	6
BMHRDS541T/542T	Elective – II (Discipline Specific Elective) – Paper F2 or M2	100	CC	6
	<b>Total</b>	<b>400</b>		<b>24</b>

### **SEMESTER - VI**

<b>Code</b>	<b>Subjects</b>	<b>Full Marks</b>	<b>Classification</b>	<b>Credits</b>
BMHRCC611T	Business Policy & Strategy	100	CC	6
BMHRCC621T	Financial Institutions & Markets	100	CC	6
BMHRDS631T/632T	Elective – III (Discipline Specific Elective) – Paper F3 or M3	100	CC	6
BMHRDS641T	Research Project	100	CC	6
	<b>Total</b>	<b>400</b>		<b>24</b>

**Discipline Specific Elective Course: A student must choose from ONE group, i.e., either Finance/ Marketing specialization in Semester V and VI**

<b>Finance Specialization</b>		<b>Marketing Specialization</b>	
BMHRDS531T	Strategic Corporate Finance	BMHRDS532T	Consumer Behaviour
BMHRDS541T	Investment Analysis & Portfolio Management	BMHRDS542T	Advertising & Brand Management
BMHRDS631T	Project Appraisal	BMHRDS632T	Marketing of Services

**Note:** ‘CC’ – Core Course ‘GE’ – Generic Elective ‘AE’ – Ability Enhancement ‘SE’ – Skill Enhancement

# B.M.S. (Honours) - 3-Year Degree Programme

## SEMESTER - I

Course Code:	<b>BMHRCC110T</b>	Course Name:	<b>Fundamentals of Management &amp; Organizational Behaviour</b>
Credit: 6	L:05T:01 P:00	Type: <b>Core</b>	Semester: I

### Learning Objectives:

1. To acquaint the students with the fundamentals of managing business.
2. To understand individual and group behaviour.
3. To use this understanding to improve the effectiveness of an organization.
4. To understand this through a focus on Indian experiences, approaches and cases.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Unit 1</b>	1.1 Management- meaning, levels, management as an art or science, profession 1.2 Universality of management 1.3 Managerial functions and Roles 1.4 Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical-Mayo & Hawthorne Experiments. 1.5 Modern era – system & contingency approach. Insights from Indian practices and ethos 1.6 Basic forms of Business Ownership – Sole Proprietorship, Partnership, Joint Stock; Special forms of ownership: Franchising, Licensing, Leasing
2	<b>Unit 2</b>	2.1 Overview of planning: Meaning of Planning, types of plans & the planning process, planning premises, limitations of planning. 2.2 MBO-meaning and steps in implementing MBO. 2.3 Forecasting- meaning and techniques 2.4 Decision making: meaning, Rational Decision-making Process, Types and Techniques. 2.5 Principles of organizing: meaning, common organizational structures; 2.6 Departmentation- meaning & bases of Departmentation. 2.7 Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation. 2.8 Control: meaning, function, Process and types of Control.
3	<b>Unit 3</b>	3.1 Meaning of Organizational behaviour, contributing disciplines, importance of organizational behaviour 3.2 Perception and Attribution: concept, nature, process,

		3.3 Personality: Concepts and determinants of Personality 3.4 Learning: Concept and Theories of Learning, reinforcement 3.5 Motivation: Concepts and their application, Need, Content & Process theories, Contributions of Maslow, McGregor, Herzberg and Vroom 3.6 Contemporary Leadership Issues: Theories on leadership Trait, OHIO, SLT
4	<b>Unit 4</b>	4.1 Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams 4.2 Conflict: concept, sources, Types, Stages of conflict, Management of conflict
5	<b>Unit 5</b>	5.1 Organizational Culture: meaning, how employees learn organizational culture 5.2 Organizational Change: concept, resistance to change, managing resistance to change 5.3 Managing Stress: concept, causes of stress and coping strategies. 5.4 Insights from Indian ethos.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	DESCRIBE the basic concepts of management and its evolution with the changing times.
2	UNDERSTANDING	EXPLAIN the fundamentals of management and its applications in an organisation.
3	APPLYING	SHOW how to use these management and behavioural concepts in an organisational context.
4	ANALYSING	EXAMINE the factors affecting individual and group behaviour.

**Suggested Text Books:**

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing the Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management – Text and Cases, Pearson.
4. Kaul Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. – Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.

11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.

Course Code:	<b>BMHRCC120T</b>	Course Name:	<b>Business Accounting</b>
Credit: 6	L: 05 T: 01 P: 00	Type: <b>Core</b>	Semester: I

### Learning Objectives:

The primary objective of this course is to provide students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation. More specifically, this course has the following objectives:

1. To provide students an insight into the basic accounts.
2. To provide students a sound knowledge of IFRS and Ind AS.
3. To provide students a sound knowledge of depreciation accounting.
4. To provide students with a piece of sound knowledge about the preparation of Financial Statements.
5. To make students aware of the contents of a Corporate Annual Report.
6. To provide students with a sound knowledge of the tools and techniques of analysing the corporate financial statements.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Basic Accounting Concepts</b>	1.1 Accounting concepts, GAAP 1.2 Review of basic accounts - Journal, ledger, Trial Balance, Cash Book, Accounting Equation, Accounting Cycle, opening/closing/adjustment entries)
2	<b>Introduction to International Financial Reporting Standards (IFRS) and selected Ind</b>	2.1 Ind AS 101: First time adoption of Ind AS 2.2 Ind AS 1: Presentation of financial Statements. 2.3 Ind AS 7: Statement of cash Flows 2.4 Ind AS 16: Property Plant & Equipment. 2.5 Ind AS 8: Accounting Policies, Changes in Accounting Estimates & Errors. 2.6 Ind AS 18: Revenue 2.7 Ind AS 10: Events after the reporting period

	<b>AS</b>	2.8 Ind AS 36: Impairment of Assets 2.9 Ind AS 38: Intangible Assets 2.10 Ind AS 37: Provisions, Contingent Liabilities and Contingent Assets
3	<b>Accounting for Fixed Assets; Financial Statements</b>	3.1 Depreciation Accounting: Concept, Methods of charging Depreciation – Straight-line Method, and Written-down-value Method (5L) 3.2 Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor and Joint Stock Company as per Companies Act 2013. 3.3 Understanding the contents of a Corporate Annual Report: Income Statement, Balance Sheet, Cash Flow Statement, Notes to Accounts, Directors Report, Management Discussion and Analysis, and Preparation of Cash Flow Statement as per Ind AS 7 & AS-3.
4	<b>Financial Statement Analysis</b>	4.1 Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis and Vertical Analysis. 4.2 Ratio Analysis: Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis

**Course Outcomes:** On successful completion of the course the learner will be able to

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
1	Understanding	Understand the basic accounts.
2	Understanding, &Applying	Understand the IFRS and Ind AS.
3	Understanding & Applying	Understand the accounting for fixed assets.
4	Understanding & Evaluating	Prepare the financial statements of a sole proprietorship business and company as well
5	Understanding & Evaluating	Understand the contents of a Corporate Annual Report.
6	Understanding, Evaluating & Analysing	Analyze the financial statements.

**Suggested Text Books:**

1. Hanif and Mukherjee: Financial Accounting, Tata McGraw Hill
2. Hanif and Mukherjee: Corporate Accounting, Tata McGraw Hill
3. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.

4. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
5. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
6. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

Course Code:	<b>BMHRGE130T</b>	Course Name	<b>Entrepreneurship Development</b>
Credit: 6	L:05 T:01 P:00	Type: Generic Elective	Semester: I

### Learning Objectives:

1. To provide students with an introduction to the entrepreneurial process of creating new businesses.
2. To understand the role of creativity and innovation in entrepreneurial start-ups.
3. To learn the management of family owned companies.
4. To impart the knowledge of social innovation and social entrepreneurship
5. To understand the issues and practices of financing entrepreneurial business.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Entrepreneurial Management</b>	1.1 Entrepreneurship: Concept 1.2 Entrepreneur: Functions, Qualities, Entrepreneur vs Manager, Types (Clarence Danhof classification) 1.3 Forms of Ownership (New Venture Start-up): Sole Proprietorship, Partnership, Limited Liability Partnership, Corporation (Concepts only) 1.4 Corporate Entrepreneurship: Concept, Features, Hans Schollhammer Classification
2	<b>Creativity and Innovation in Entrepreneurship</b>	2.1 Creativity: Stimulating creativity, organizational actions that enhance/ hinder creativity 2.2 David Holt's Model of the Creative Process 2.3 Innovation: Sources of innovation in business, managing organizations for innovation and positive creativity, concept of windows and corridors
3	<b>Social Entrepreneurship</b>	3.1 Social Entrepreneurship: Concept and Relevance 3.2 Social Entrepreneurs: Characteristics and Functions 3.3 Social Entrepreneurship Organizational Matrix (Imitative vs Innovative) 3.4 Innovation and Entrepreneurship in a social context 3.5 Start-up and early stage venture issues in creating and sustaining non-profit organizations

4	<b>Family Business in Entrepreneurship</b>	<p>4.1 Family Business: Concept, culture and evolution of family-based firms, structure, types of family-based firms</p> <p>4.2 Managing family businesses: Family and shareholder relationships, conflicts and conflict resolution in family businesses, managing leadership, succession planning and continuity</p> <p>4.3 Women's issues in family-run businesses</p> <p>4.4 Encouraging change in the family business system</p>
5	<b>Financing the Business Plan in Entrepreneurship</b>	<p>5.1 People involved in the start-up (Entrepreneurs and co-founders, Angel investors, venture capitalists, early employees, investment bankers, general public)</p> <p>5.2 Financing the New Venture: Seed Funding (Basic concepts of Series A, B, C Funding), Equity Financing, Venture Capital, Debt Financing, Loan Syndication, Consortium Finance, Commercial Banks (Appraisal of loan applications by financial institutions)</p>
6	<b>Feasibility Studies and Developing the Business Plan</b>	<p>6.1 Feasibility Studies: Concept and Stages (Pre-start-up stage, Start-up stage, Early growth stage, Late Growth Stage)</p> <p>6.2 Business Plan: Basic Format only</p>

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	DESCRIBE basic entrepreneurial concepts and how to set up and run an entrepreneurial venture.
2	UNDERSTANDING	SUMMARIZE the creative and innovative process that are required for an entrepreneurship to exist.
3	APPLYING	ILLUSTRATE the sources of financing for an entrepreneurship
4	ANALYSING	CLASSIFY the four-stage growth model of entrepreneurship and analyse business plan.

**Suggested Text Books:**

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
7. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
8. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.



9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
10. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid, eradicating poverty through profits. Wharton school Publishing.
11. Scarborough & Zimmerer, Effective Small Business Management.
12. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press.

Course Code:	<b>BMHRAE140T</b>	Course Name:	<b>Business Communication - I</b>
Credit: 1	L:01 T:00 P:00	Type: <b>AE</b>	Semester: I

### Learning Objectives:

1. To provide an overview of prerequisites to Business Communication.
2. To put in use the correct practices of effective business writing.
3. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Comprehension</b>	The following pieces to be studied as seen comprehension (only textual objective question will be set). 1.1. Knowledge and wisdom – Bertrand Russell 1.2. A Talk on Advertising – Herman Wouk 1.3. Dynamic life – Jawaharlal Nehru 1.4. Civilization of today – C.E.M. Joad
2	<b>Précis Writing</b>	2.1 Unseen Précis writing with a suitable title (prose passage only).
3	<b>Substance Writing</b>	<b>3.1</b> Substance writing with a critical note. (Unseen Prose passages only).
4	<b>Report Writing</b>	4.1 Report Writing (Journalistic and commercial)
5	<b>Business Letters</b>	Types of business letters. 5.1 Complaint, Adjustment. 5.2 Application, Appointment,

		5.3 Order, Cancellation, Order.
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**Course Outcomes:** On successful completion of the course the learner will be able to

CO #	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Hone their writing skills as they are exposed to writing which are different than the creative writing.
2	UNDERSTANDING	They are made to understand the purpose of writing in a formal language and how it is different from creative writing.
3	APPLYING	Learn by practice: What is comprehension, How to comprehend, Ways of reading, skimming, inferring, interpreting, understanding the tone of language and making important notes.

**Suggested Text Books:**

1. Wren and Martin
2. Learning Objective English – R.S . Agarwal/ Vikas Agarwal
3. Plastering Business English – Publication Orient Longman
4. University English Selections
5. Commercial English – K.K. Sinha

Course Code:	<b>BMHRAE150T</b>	Course Name	<b>Environmental Studies - I</b>
Credit: 1	L:01 T:00 P:00	Type: <b>AE</b>	Semester: I

**Learning Objectives:**

- 4.1 To make students aware of the environment and its present status
- 4.2 To understand the impact of urbanization on the environment
- 4.3 To know more about the sustainable way of living and to use natural resources more efficiently.

## Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction</b>	1.1 Introduction to environmental studies 1.2 Multidisciplinary nature of environmental studies, Scope and importance, the need for environmental education 1.3 Concept of sustainability and sustainable development.
2	<b>Ecosystems</b>	2.1 Structure: food chains, food webs and function of ecosystem 2.2 Energy flow in an ecosystem, 2.3 Nutrient cycle 2.4 Ecological succession. 2.5 Ecological Pyramids. 2.6 Ecological Interactions 2.7 Case studies of the following ecosystems : Forest ecosystem, Grassland ecosystem, Desert ecosystem , Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)
3.	<b>Biodiversity and Conservation</b>	3.1 Levels of biological diversity: genetic, species and ecosystem diversity 3.2 Biogeographic zones of India, Biodiversity patterns and global biodiversity hot spots 3.3 Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. 3.4 Nature reserves, tribal populations and rights (Niyamgiri Vedanta, POSCO), and human wildlife conflicts in Indian context (Sundarban- Human-Tiger encounters). e. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value
4.	<b>Environmental Pollution and Global Environmental Issues</b>	4.1 Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution. 4.2 Climate change, global warming, ozone layer depletion, acid rain photo-chemical smog and impacts on human communities and agriculture 4.3 Nuclear hazards and human health risks (Chernobyl, 3 mile Island, Daiichi- Fukushima) 4.4 Solid waste management : Control measures of urban and industrial waste, special reference to e-waste, Biomedical waste.

		4.5 Pollution Tragedies : Love canal, Bhopal Gas, Endosulfan, Minamata and Flint water.
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**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	The various reasons for pollution, its control and effects. To know the various types of ecosystem and its structures.
2	UNDERSTANDING	SUMMARIZE the various environmental disaster and its effect.

**Suggested Text Books:**

1. Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
2. Gadgil, M., & Guha, R. 1993. This Fissured Land: An Ecological History of India Univ.of California Press.
3. Odum, E.P., Odum, H.T. & Andrews, J. 1971. Fundamentals of Ecology. Philadelphia: Saunders. 4. Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. Environmental and Pollution Science. Academic Press.
5. Agrawal, K M, Sikdar, PK and Deb, SC, A Text book of Environment, Macmillan Publication, 2002.
6. Richard T Wright, Environmental Science: Towards a Sustainable Future, Prentice-Hall Inc., 2008.

**SEMESTER - II**

Course Code:	<b>BMHRCC210T</b>	Course Name:	<b>Managerial Economics</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: II

**Learning Objectives:**

1. To apply microeconomic concepts and techniques in evaluating business decisions taken by firms.
2. To make the student understand demand and consumer behaviour and the choices made by agents under different economic constraints to reach equilibrium.
3. To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

## Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Demand Supply and Market Equilibrium</b>	1.1 Scarcity and choice – Opportunity Cost, Production Possibility Frontier 1.2 Price system as an economic mechanism - Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply 1.3 Elasticity of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; movement along the curve vs. shift of the curve 1.4 Effect of tax and subsidy on market equilibrium, consumer and producer surplus.
2	<b>Theory of Consumer Behaviour</b>	2.1 Cardinal vs. ordinal utility- Ordinal utility theory: indifference curves 2.2 Budget set, budget line 2.3 Consumer equilibrium 2.4 Demand curve, price effect, substitution effect, income effect for normal, inferior and Giffen goods 2.5 Labour-leisure choice and the supply curve of labor 2.6 Revealed preference theory (basic introduction).
3	<b>Production and Cost</b>	3.1 Producer Behavior: Technology and Production function 3.2 Optimizing behavior in short run - geometry of total, average and marginal product curves - law of diminishing margin productivity, three stages of production 3.3 Isoquants, isocost line, optimal choice of inputs, returns to a variable input and returns to scale, factor demand curves 3.4 Costs: theory of cost - short run and long run, geometry of cost curves 3.5 Economies of scale, economies of scope.
4	<b>Market Structure</b>	4.1 Perfect competition (basic features, short run equilibrium of firm/ industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes); short and long run supply curves, 4.2 Monopoly (sources of monopoly, natural monopoly, basic features of monopoly market, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly, price discrimination) 4.3 Features of monopolistic competition 4.4 Oligopoly: Competition and Collusion (Cournot’s model, Bertrand Model, dominant price leadership model, cartel, prisoner’s dilemma)

5	<b>Market Failure</b>	Sources of Market Failure: 5.1 Public Goods 5.2 Externalities and 5.3 Asymmetric Information
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**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	UNDERSTANDING	EXPLAIN utility maximisation and profit maximisation exercises by rational consumers and firms subject to their respective constraints.
2	APPLYING	APPLY microeconomic concepts and techniques in evaluating business decisions taken by firms; COMPUTE profit maximising/cost minimising output levels of firms
3	ANALYSING	DIFFERENTIATE across different market forms on the basis of competition

**Suggested Text Books:**

1. Dominick Salvatore (2009). Principles of Microeconomics (5thed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11thed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7thed.). Pearson.
5. Varian, Hall, Intermediate Microeconomics.

Course Code:	<b>BMHRCC220T</b>	Course Name:	<b>Business Mathematics and Statistics</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: II

**Learning Objectives:**

1. To develop the students ability to deal with numerical and quantitative issues in business.
2. To apply discrete and continuous probability distributions to various business problems.
3. To discuss basic concepts of derivatives of functions and the concept of Maxima and Minima of functions and their applications in business and economics.

4. Perform Test of Hypothesis as well as calculate confidence interval for a population.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Permutation, Combination and Application of derivative:</b>	<p>1.1 Basic concept of permutation and combination including</p> <p>1.2 restricted cases,</p> <p>1.3 Derivative of a function up to 2nd order</p> <p>1.4 (Trigonometric function excluded), partial derivative up to 2<sup>nd</sup> order, derivative by total differential, Application of derivative: slope measure, Rate measure, Increasing, decreasing function,</p> <p>1.5 Maximum – Minimum value, cost function, MR, MC, AC, AVC.</p>
2	<b>Measures of central tendency, Measures of Dispersion and Moments, Skewness, Kurtosis</b>	<p>2.1 Measures of central tendency: Mean (arithmetic mean, geometric mean, harmonic mean), Merits, limitations and suitability of averages, relation between averages, median, mode, quartile, decile, percentile, Determination of mode from Histogram and partition values from ogive.</p> <p>2.2 Measures of Dispersion : Range, Quartile deviation, mean deviation, standard deviation and their coefficients, combined standard deviation for two groups.</p> <p>2.3 Moments, Skewness, Kurtosis : Raw moments, central moments, relation between raw and central moments, <math>b_1</math> and <math>b_2</math> coefficients, different measures of skewness and kurtosis.</p>
3.	<b>Correlation and Regression Analysis</b>	<p>3.1 Correlation Analysis : Meaning and significance, correlation and causation, types of correlation, methods of studying simple correlation – scatter diagram, Karl Pearson’s coefficients of correlation, Spearman rank correlation coefficient, properties: <math>-1 \leq r \leq 1</math>, independent of origin and scale.</p> <p>3.2 Regression Analysis: Meaning and significance, Derivation of regression equations by least squares method, properties of regression equations, interpretation of regression coefficients.</p>
4.	<b>Analysis of Time Series and Index Numbers</b>	<p>4.1 Analysis of Time Series : Meaning and significance, Utility, different components of time series, Models (Additive and Multiplicative), measurement of trend by least square method: linear &amp; parabolic.</p> <p>4.2 Index Numbers :</p>

		Meaning and significance, problems in construction of Index numbers, methods of constructing index numbers – weighted and unweighted, Laspeyre's, Paasche's, Edgeworth – Marshall's, Fisher's index numbers, Price relatives, Test of adequacy of index numbers, Chain base index number, Cost of living index number, Base shifting, splicing and deflating index number, Real wage and Purchasing power.
5.	<b>Probability Theory and Probability Distributions</b>	<p>5.1 Probability Theory : Basic terminologies, different definitions, total probability, conditional probability, compound probability and Bayes theorem</p> <p>5.2 Probability Distributions : Random variable, idea of probability mass function and probability density function, concepts of expectation, variance, skewness and kurtosis, properties and applications of Binomial, Poisson, Normal distribution and Exponential distribution, Concept of Central limit theorem</p>
6.	<b>Sampling Theory, Estimation and Testing of Hypothesis</b>	<p>6.1 Sampling Theory and Estimation : Meaning and significance, Parameter and Statistic, Standard error of a Statistic (sample mean, sample proportion), Sampling Distribution, Basic Concept of estimation</p> <p>6.2 Testing of Hypothesis : Basic Terminologies, level of significance, hypothesis testing, Test of hypothesis concerning mean, proportion (z test, t test), Tests of goodness of fit and independence of attributes using Chi square.</p>

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING & UNDERSTANDING	The students will be able to describe and discuss the key terminology, concepts tools and techniques used in Business statistical analysis
2	APPLYING	Solve a range of problems using the techniques covered.
3	ANALYSING	Conduct basic statistical analysis of data.
4	UNDERSTANDING	Discuss critically the uses and limitations of statistical analysis.
5	APPLYING	The examples used within the framework of the course illustrate the applications of the considered concepts and methods in economics, finance, market and business data analysis.



### Suggested Text Books:

1. J. Chakrabarty Business Mathematics & Statistics , Dey Book Concern
2. Business Mathematics and Statistics- N G Das & J K Das (TataMcGraw Hill)
3. Statistics For Business Decisions – J. K .Das (AcademicPublishers)
4. Gupta, S. C. *Fundamentals of Statistics*, Himalaya Publishing House
5. Levin, R. I. and Rubin, D.S. *Statistics for Management*, Prentice-Hall of India
6. Aczel, A. D. and Sounderpandian, J. *Complete Business Statistics*, Tata McGraw Hill
7. Applied Multivariate Statistical Analysis – Johnson, R. A. and Wichern, D. W. (Prentice-Hall of India)
8. Quantitative Techniques for Managerial Decisions –U.K.Srivastava, G.V.Shenoy and S.C. Sharma (New Age International)
9. Business Statistics – J. K. Sharma (Pearson Education)
10. Forecasting Methods and Applications – S. Makridakis, S. C. Wheelwright and R.J. Hyndman (John Wiley and Sons)

Course Code:	<b>BMHRGE230T</b>	Course Name	<b>Taxation and Tax Planning</b>
Credit: 6	L: 05 T: 01 P: 00	Type: <b>Generic Elective</b>	Semester: II

### Learning Objectives:

The primary objective of this course is to acquaint the students with the tax structure for individuals and corporate and its implications for planning. More specifically, this course has the following objectives:

1. To make students aware of the basic concepts, residential status and incidence/charge of tax.
2. To make students aware of the provisions and rules regarding the agricultural income.
3. To provide students with a sound knowledge of the provisions and procedure to compute five heads of income, i.e., salaries, income from house property, profits & gains of business or profession, capital gains, and income from other sources.
4. To provide students with a sound knowledge of the provisions and procedure in respect of clubbing & aggregation of incomes and set-off & carry forward of losses.
5. To make students aware of the various deductions under chapter VI A in computing total income.
6. To provide students with a sound theoretical and practical knowledge of the procedure to compute total income and net tax liability of an individual, and of the firm.
7. To provide students a sound knowledge of tax planning and management.

8. To provide students a fundamental knowledge of Goods and Services Tax (GST).

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Income tax concepts</b>	<p>1.1 Basic concept: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Gross Total Income, Total Income; Tax Evasion, Tax Avoidance.</p> <p>1.2 Residential Status and their incidence of tax</p> <p>1.3 Income which do not form part of total income</p> <p>1.4 Agricultural Income</p>
2	<b>Computation of Income under different heads</b>	<p>2.1 Salaries - Basics, Gratuity, Leave Encashment, Pension, Allowances, Provident Fund, Perquisites (valuation of accommodation, motor car, interest free loan, medical facilities, employee's obligation met by employer).</p> <p>2.2 Income from house property</p> <p>2.3 Profits and Gains of Business or Profession - Sec. 29, Sec. 30, Sec. 32, Sec. 35, Sec. 35D, Sec. 36(1)(iii) and (vii), Sec. 37(1), Sec. 40 (a), Sec 40A (3), and Sec. 43B.</p> <p>2.4 Capital gains - Sec. 2(14), Sec. 2(29A), Sec. 2(42A), Sec. 2(47), Sec. 45(1), Sec. 45(2), Sec. 47, Sec. 48, Sec. 49(1), Sec. 50, Sec. 50C, Sec. 54, and Sec. 55.</p> <p>2.5 Income from Other Sources - Gift, Dividend, Family pension.</p>
3	<b>Computation of Total Income and Tax Liability</b>	<p>3.1 Clubbing of Income - Sec. 64(1) and (1A).</p> <p>3.2 Set-off and carry-forward of losses - Sec. 70, 71, 71B, 72, 73, 74.</p> <p>3.3 Deductions from gross total income - Sec. 80C, Sec. 80D, Sec. 80E, Sec. 80G, Sec. 80GG, Sec. 80TTA, Sec. 80U.</p> <p>3.4 Computation of tax liability and the procedure for E-filing of return.</p>
4	<b>Tax Planning and Management</b>	<p>4.1 Meaning of Tax Planning and Management</p> <p>4.2 Nature, scope and justification of corporate tax planning</p> <p>4.3 Minimum Alternative Tax</p> <p>4.4 Introduction to tax planning with reference to financial decisions</p> <p>4.5 Tax planning with reference to amalgamation or de-merger of companies (only theory)</p>
5	<b>Introduction to Goods and Services Tax</b>	<p>5.1 Basic Concept</p> <p>5.2 Taxable event in GST</p> <p>5.3 Levy of GST and Exemption from GST</p> <p>5.4 Input Tax Credit and GST Liability</p>

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	Understanding & Remembering	Understand the basic concepts of tax; determine residential status of an individual, HUF and firms; identify the incidence/charge of tax.
2	Understanding & Remembering	Describe the provisions and rules regarding the agricultural income.
3	Understanding,	Compute five heads of income, i.e., salaries, income from house

	Remembering & Evaluating	property, profits & gains of business or profession, capital gains, and income from other sources.
4	Understanding, Remembering & Evaluating	Explain the provisions and procedure in respect of clubbing & aggregation of incomes and set-off & carry forward of losses.
5	Understanding, Remembering & Evaluating	Identify, explain, and compute the various deductions under chapter VI A in computing total income.
6	Understanding & Evaluating	Compute total income and net tax liability of an individual, and of the firm.
7	Understanding & Applying	Understand tax planning and management.
8	Understanding, Remembering & Evaluating	Understand Goods and Services Tax (GST) and its provisions.

**Notes:**

1. Latest edition of text books must be used.
2. Assessment Year to be followed for examination is the Assessment Year in which the exam is conducted.
3. If new legislation(s) are enacted in place of the existing legislation(s), the syllabus will accordingly include such new legislation(s) in the place of old legislation(s).

**Suggested readings:**

1. Singhania, Vinod K. and Monica Singhania. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
3. Lal and Vashist, Direct Taxes, Pearson.
4. Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern.
5. Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS.
6. Mundra, Sanjay and Vikash Mundra. Income Tax with Indirect Tax. Lawpoint.
7. Datey, V.S. GST. Taxmann Publications Pvt. Ltd., New Delhi.

**Journals**

1. Income Tax Reports. Company Law Institute of India Pvt. Ltd., Chennai.
2. Taxman. Taxman Allied Services Pvt. Ltd., New Delhi.
3. Current Tax Reporter. Current Tax Reporter, Jodhpur.

Course Code:	<b>BMHRAE240T</b>	Course Name:	<b>Business communication - II</b>
Credit: 1	L:01 T:00 P:00	Type: AECC	Semester: II

### Learning Objectives:

1. To provide an outline to effective Organizational Communication.
2. To underline the nuances of Business communication.
3. To develop Public Speaking
4. To learn the basics of English Grammar.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Types of Meetings</b>	1.1. Definition of meetings – Types of meetings, rules 1.2. Various types of notices of Annual General Meetings, Board meetings, Statutory Meetings of Company, Co-operative Society, Drafting of Minutes 1.3. Definition of Agenda, Quorum, Notice, Chairman
2	<b>Business Letters</b>	2.1. Presentation. 2.2. Inviting Quotations-Import, export letters. 2.3. Banking, Insurance. 2.4. Writing tenders, Sales letters, Letters of ordering and cancellation. 2.5. Job Application, Appointment, Memo, Memorandum, Preparing the resume
3	<b>Basics of English Grammar</b>	3.1. Vocabulary- Words often confused, common errors of English (Tense/Preposition). 3.2. Words misspelt, common idioms, stressing on professional business English.
4	<b>English Communication</b>	4.1. Nature of Communication- Process and types (Verbal / Non – Verbal). 4.2. Different forms of Communication.
5	<b>Communication</b>	5.1. Writing of an Advertisement, Display Advertisement, Press Release.

	<b>n &amp; Media</b>	5.2. Email, Tender.
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**Course Outcomes:** On successful completion of the course the learner will be able to

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
1	REMEMBERING	To draft effective business correspondence with brevity and clarity.
2	UNDERSTANDING	<ol style="list-style-type: none"> <li>1. Learn the entire process of acquiring a job with special reference to prepare resume. They learn the skills of appearing in an interview and being successful in it.</li> <li>2. To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary &amp; Grammar</li> </ol>
3	APPLYING	To demonstrate his verbal and non-verbal communication ability through presentations.

**Suggested Text Books:**

1. Communication Skills for Technical Students – T.M. Farhatullah
2. Wren and Martin
3. Commercial English – K.K. Sinha
4. Secretarial Practice – Surajit Sengupta
5. Mastering Business English – Orient Longman

Course Code:	<b>BMHRAE250T</b>	Course Name	<b>Environmental Studies</b>
Credit: 1	L:01 T:00 P:00	Type: <b>AE</b>	Semester: II

**Learning Objectives:**

1. To make student learn about the various natural resources.
2. To know the causes of depletion of natural resources.
3. To make students learn about the various environmental laws

**Detailed Syllabus**

<b>Unit No</b>	<b>Unit Name</b>	<b>Topics</b>
1	<b>Natural</b>	1.1 Renewable and Non-renewable Resources

	<b>Resources</b>	1.2 Land resources and land use change; Land degradation, soil erosion and desertification.
	<b>Deforestation</b>	1.3 Causes and impacts due to mining dam building on environment, forests, biodiversity and tribal populations
	<b>Disaster management</b>	1.4 Floods, earthquake, cyclones and landslides. 1.5 Resettlement and rehabilitation of project affected persons; case studies. 1.6 Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state).
	<b>Energy resources</b>	1.7 Renewable and non renewable energy sources 1.8 Use of alternate energy sources 1.9 Growing energy needs, case studies.
2	<b>Environmental Management</b>	2.1 Laws, Policies & Practices UN Initiatives and International agreements: Montreal and Kyoto Interrelationships, protocols, Paris Climate Summit (2015) and Convention on Biological Diversity (CBD).
	<b>Environmental ethics</b>	2.2 Role of Indian and other religions and cultures in environmental conservation. 2.3 Green Politics, Earth Hour, Green Option Technologies, ISO standards: ISO 9000 and 14000. 2.4 Environmental communication and public awareness, 2.5 Role of National Green Tribunal; EIA Formulations, stages, Merits and demerits: case studies (e.g., CNG vehicles, Bharat IV stage)
	<b>Environment Laws</b>	2.6 Protection Act (1986); Air (Prevention & Control of Pollution) Act (1981); Forest Conservation Act (1980); Water (Prevention and control of Pollution) Act (1974); Wildlife Protection Act (1972), Biodiversity Act (2002)
3	<b>Human Population and the Environment</b>	3.1 Human population growth: Impacts on environment, human health and welfare 3.2 Family Welfare Programs, Human Rights 3.3 Role of Information Technology (IT) in environment and Human Health
4.	<b>Field work / Paper Writing</b>	4.1 Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc. 4.2 Visit to a local polluted site-Urban/Rural/Industrial/Agricultural. 4.3 Study of common plants, insects, birds and basic principles of identification. 4.4 Study of simple ecosystems-pond, river, Delhi Ridge, etc.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	To know the environmental laws and sustainable development for the natural resources
2	UNDERSTANDING	Summarize the impact of urbanisation on environment.

**Suggested Text Books:**

1. Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.
2. Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
3. Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. Science, 339: 36-37.
4. McCully, P. 1996. Rivers no more: the environmental effects of dams (pp. 29-64). Zed Books.
5. McNeill, John R. 2000. Something New Under the Sun: An Environmental History of the Twentieth Century.
6. Rosencranz, A., Divan, S., & Noble, M. L. 2001. Environmental law and policy in India. Tripathi 1992.
7. World Commission on Environment and Development. 1987. Our Common Future. Oxford University Press.
8. Ghosh Roy, MK, Sustainable Development (Environment, Energy and Water Resources), Ane Books Pvt. Ltd., 2011.
9. Karpagam, M and GeethaJaikumar, Green Management, Theory and Applications, Ane Books Pvt. Ltd., 2010.
10. BalaKrishnamoorthy, Environmental Management, PHI learning Pvt. Ltd, 2012.

**SEMESTER - III**

Course Code:	<b>BMHRCC310T</b>	Course Name	<b>Macro Economics</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: III

**Learning Objectives:**

- To understand the basic principles of Macroeconomics.

- Coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates.
- Analyse the impact of various monetary and fiscal policy instruments on the economy under differing economic conditions.
- Compare the differences in policy implications of various monetary and fiscal policies undertaken through the use of macro models

### Detailed Syllabus (Theory)

Unit No.	Unit Name	Topics
1.	<b>Introduction to Macroeconomics</b>	1.1 Macroeconomic policy objectives, Macroeconomic stability and business environment, Brief introduction to the major Schools of thought in Macroeconomics 1.2 Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; GDP deflator , Real versus Nominal GDP , CPI, National income identities , Macroeconomic variables in the Indian Context.
2.	<b>Keynesian theory of Income and Employment</b>	2.1 Simple Keynesian model, components of aggregate demand, equilibrium income, multiplier (Investment, Government expenditure, lump sum tax), effect of fiscal and monetary policy, composition of output and policy mix; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, analysis of monetary and fiscal policies, Integrating financial markets into IS-LM model, Financial Markets and the monetary policy dilemma, Flexible price macroeconomic model : Basics of AD and AS curves, Derivation of Phillips curve from AD-AS model, Analysis of demand-pull, cost-push and expectational inflation from Phillips curve – Sacrifice Ratio, Anti – inflationary policies
3.	<b>Money and Banking</b>	3.1 Functions of money, Quantity theory of Money, Introduction to the central bank, Liquidity preference theory of money demand, determination of money supply, H theory of money multiplier, Instruments of monetary control; Money Supply and prices.
4.	<b>Open Economy Macroeconomics</b>	4.1 Brief introduction to BoP account in the Indian context, market for foreign exchange and exchange rate, exchange rate regimes, foreign trade multiplier, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under flexible exchange rate), Indian context: Capital Account Convertibility, FDI, FPI, Remittance.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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1	UNDERSTANDING	1. Understand the basics of national income accounting. 2. Understand the causes and consequences of business cycles. 3. Understanding the basics of the money structure and the banking system across the globe.
2	ANALYSING	4. Analysing the roles of fiscal and monetary policy in fighting recessions and inflation.
3	EVALUATING	5. Evaluating to what extent the factors that contribute to and detract from long-term economic growth.
4	APPLYING	6. Apply economic reasoning to understand the operations of an economy. 7. Apply basic international trade and finance concepts to global pricing issues, including working with the exchange rates.

### Suggested Readings :

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.) Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
4. SoumyenSikdar, Principles of Macroeconomics (2011), (2nd ed.). Oxford University Press
5. Robert J. Gordon, Macroeconomics (2011), (12th ed.). PHI Learning Pvt. Ltd.
6. Paul R. Krugman, Maurice Obstfeld and Marc Melitz: “International Economics : Theory and Policy”, 10th Edition.
7. Caves, Frankel and Jones : “World Trade and Payments : An Introduction” Harper Collins, 8th Edition.

Course Code:	<b>BMHRCC320T</b>	Course Name	<b>Principles of Marketing</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: III

### Learning Objectives:

1. To introduce various basic marketing concepts.
2. To comprehend market decision based upon marketing mix and to discuss the significance of all ingredients of marketing mix in marketing decision and planning process.
3. To discuss how marketers and business houses use marketing mix to motivate customers and the ways to provide suitable marketing mix to the existing and prospective customers.

4. To give an overview of Indian Marketing Environment.
5. To discuss the STP strategy by focusing on the process, conditions, benefits and levels of this Strategy.
6. To acknowledge the students about the product life cycle and product mix decisions along with new product development stages.
7. To make the students conversant about the concept pricing and various pricing strategies.
8. To focus on various promotional mix , marketing channels and intermediaries with special emphasis on the reasons for growth of marketing services in India.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction to Marketing</b>	1.1 Nature, scope, functions and importance of Marketing 1.2 Evolution of Marketing Concepts (Production — Product — Selling — Marketing — Holistic Marketing) 1.3 Marketing Mix - Basic Concept 1.4 Indian Marketing Environment (Political, Economic, Legal, Socio-Cultural, Technological, Demographic, Economic)
2	<b>Segmentation, Targeting and Positioning</b>	2.1. Process of STP. 2.2. Conditions for Effective Market Segmentation. 2.3. Benefits of Market Segmentation. 2.4. Levels of Market Segmentation. 2.5. Bases of Market Segmentation (Geographic, Demographic, Benefit / USP, Behavioural, Psychographic, GeoDemographic) 2.6. Target Market Strategies (Target market selection strategies) 2.7. Positioning: Concept, Bases of Differentiation in Positioning.
3.	<b>Product and Pricing Decisions</b>	3.1 Concept of Product 3.2 Product Life Cycle (PLC): Concept and Marketing Strategies at each stage 3.3 Classification of Products (Consumer and Industrial Products) 3.4 Product Mix Decisions: Product Line, Product Width, Product Depth, Product Length 3.5 Branding Decisions: Importance and Strategies 3.6 Packaging and Labelling: Concept and Importance 3.7 New Product Development: Stages 3.8 Pricing Decisions: Determinants of Price, Pricing Methods (Non-Mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing, Differential Pricing).
4.	<b>Promotion and Distribution Decisions and</b>	4.1. Promotional Mix: Factors determining promotional mix, tools of promotion. 4.2. Promotional Mix Elements: Meaning and characteristics

	<b>Marketing of Services</b>	Advertisement, Sales Promotion, Personal Selling, Public Relations and Publicity, Direct Marketing 4.3. Marketing Channels: Channel functions, Channel levels 4.4. Marketing Intermediaries: Types and roles of Intermediaries, types of wholesalers, types of retailers. 4.5. Marketing of Services: Unique characteristics of services, service mix, reasons for growth of services in India.
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**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING & UNDERSTANDING	Learn the jargons of marketing properly and use it where it is applicable in the real world.
2	APPLYING	Formulate and communicate marketing plan correctly in written and verbal (presentation) manner and repositioning the existing plan regarding marketing mix.
3	ANALYSING	Analyse the impact of marketing mix in any product and give suggestion for further improvement.
4	UNDERSTANDING & APPLYING	Learn the STP and interpret and formulate the same plan in an organization.
5	UNDERSTANDING & APPLYING	Learn the recent development of marketing and synthesize the same for an organization.

**Suggested Text Books:**

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UIHaq, E.: Principles of Marketing: A South Asian Perspective, Pearson
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

**Suggested Articles:**

1. Veronica, B. (2009). "Brief History of Neuromarketing", Proceedings from the International Conference on Economics and Administration, Faculty of Administration and Business, University of Bucharest, Romania; pp.119-121.
2. Jefkins F. (1990) A Broader Look at the Marketing Mix. In: Modern Marketing Communications. Springer, Dordrecht.

- Banerjee, S. and Roy, S. (2016). “Synchronizing Marketing Performance Indicators with Corporate Strategy: A Conceptual Framework”; International Journal of Marketing and Business Communication, Vol. 5 (4); pp. 16-23

Course Code:	<b>BMHRCC330T</b>	Course Name	<b>Management Accounting</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: III

### Learning Objectives:

- To provide students with an introduction to basic concepts of cost accounting, including cost concepts, cost centres, cost units.
- To understand the role and behaviour of costs in corporate scenario.
- To analyse the importance of different cost techniques in decision making process for different industries as decision making is the most important area for BMS students.
- To impart the knowledge of budgetary control and cost reduction.
- To guide them regarding the process of apportionment and allocation of costs to various departments of an organisation.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Nature and Scope of Introduction to Management Accounting, Preparation of Cost Sheet, Cost Ascertainment: Overheads</b>	<p><b>1.1 Nature and Scope of Introduction to Management Accounting:</b> Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. 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 Unit and Cost Centre. 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</p> <p><b>1.2 Preparation of Cost Sheet</b></p> <p><b>1.3 Cost Ascertainment: Overheads</b> – Collection, apportionment, absorption, &amp; distribution– both traditional and modern (ABC)</p>
2	<b>Cost-Volume-</b>	<b>2.1 Cost-Volume-Profit Analysis:</b> Contribution, Profit-Volume Ratio,

	<b>Profit Analysis, Relevant Costs and Decision Making</b>	Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor & sales mix, Break-even Analysis, Difference between absorption costing & marginal costing. 2.2 <b>Relevant Costs and Decision Making:</b> Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.
3	<b>Budgets and Budgetary Control, Responsibility Accounting, Transfer Pricing</b>	3.1 <b>Budgets and Budgetary Control:</b> Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Preparation of functional budget for operating and non-operating functions, cash budget, master budget, principal budget factors. 3.2 <b>Responsibility Accounting:</b> Different responsibility centres with divisional performance measurement, concepts of residual income (RI) and return on investment (ROI), Controllable and uncontrollable costs and profits, preparation divisional performance reports. 3.3 <b>Transfer Pricing:</b> Objectives, Methods (Cost Based, Market Price Based, Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Transfer Price in different situations, Situations causing Conflicts and resolving the Conflicts.
4	<b>Standard Costing and Variance Analysis, Strategic Decision Making</b>	4.1 <b>Standard Costing and Variance Analysis:</b> Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labour, Overhead and Sales variances. 4.2 <b>Strategic Decision Making :</b> Target Costing – methodology, methods of establishment of target costs, attributable costing, and back-flush costing; Life Cycle Costing -Meaning of Life Cycle, characteristics of life cycle concept, importance and benefits of life cycle costing , Product Life Cycle Costing, Project Life Cycle Costing ;Kaizen Costing – concept, procedure for implementation, evaluation, benefits, challenges; Lean accounting ; Cost of Quality and Total Quality Management - Quality Control, Quality Assurance, Quality Management, TQM – basics, stages, principles, control, corrective actions, and Continuous Process Improvement; Learning curve

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Students would learn basic cost concepts and how to control costs.
2	UNDERSTANDING	Students would understand the relevance of cost in the decision making framework of an organisation.
3	APPLYING	Students would gain perspective about the costing techniques to be employed for different industries.
4	ANALYSING	Students will be able to recognise the impact of costs incurred on the managerial activities of a concern.

### Suggested Text Books:

1. C. T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M. N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M. Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S. N. Maheshwari, and S. N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)
5. Cost Accounting- A Managerial Emphasis – Horngren, Foster, Datar.

Course Code:	<b>BMHRSE340T</b>	Course Name	<b>Production and Operations Management</b>
Credit: 4	L:04 T:00 P: 00	Type: GE	Semester: III

### Learning Objectives:

The objective of this course is to examine and identify:

1. To understand the production and operation function
2. To familiarize students with the technique for planning and control
3. To analyse production and service operation systems and their relationship with all other functions and activities in the organization.
4. To develop an ability to apply operations management concepts in a variety of settings.
5. To increase understanding of the problems and opportunities faced by the operations manager

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Production Planning &amp; Control</b>	1.1 Introduction to Production & Operations Management: Definition, need, scope 1.2 Key decisions of OM 1.3 Characteristics of modern operation functions 1.4 Recent trends in production/operations management 1.5 Operation Strategies-Definition, relevance, strategy formulation process 1.6 Order qualifying and order winning attribute
2	<b>Plant Location &amp;</b>	2.1 Location Decisions & Models: Facility Location – Objective, factors that influence location decision

	<b>Layout</b>	<p>2.2 Location evaluation methods- factor rating method.</p> <p>2.3 Capacity Planning: Definition, measures of capacity (input and output)</p> <p>2.4 Layout Decision: Layout planning – Benefits of good layout, importance</p> <p>2.5 Different types of layouts (Process, Product, Group technology, Fixed position layout).</p>
3	<b>Process</b>	<p>3.1 Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety)</p> <p>3.2 Type of processes- job shop, batch, mass and continuous</p> <p>3.3 Product-process design Matrix Services design matrix</p> <p>3.4 Technology issues in process design</p> <p>3.5 Flexible manufacturing systems (FMS) and computer integrated manufacturing (CIM).</p>
4	<b>Forecasting</b>	<p>4.1 Definition, types, qualitative (grass roots, market research and delphi method)</p> <p>4.2 Quantitative approach (simple moving average method, weighted moving average)</p> <p>4.3 Scheduling: operation scheduling, goals of short-term scheduling</p> <p>4.4 Job sequencing (FCFS, SPT, EDD, LPT, CR)</p> <p>4.5 Gantt charts.</p>
5	<b>Maintenance Management</b>	<p>5.1 Definition, need of maintenance management</p> <p>5.2 Equipment life cycle (Bathtub curve)</p> <p>5.3 Lean production - definition of lean production, lean demand-pull logic</p> <p>5.4 Waste in operations, elements that address elimination of waste,</p> <p>5.5 2 card kanban production control system.</p>
6	<b>Work Study</b>	<p>6.1 Work study &amp; method study,</p> <p>6.2 Work measurement, performance rating, standard time, work sampling</p>
7	<b>Statistical Quality Control</b>	<p>7.1 Statistical Quality control: Variations in process (common &amp; assignable causes),</p> <p>7.2 Control charts: Variable measures (mean and range chart)</p>
8	<b>Practical /Assignments</b>	<p>8.1 Showcasing case studies on productions &amp; operations management and discussing solutions to them</p> <p>8.2 Writing solutions to real life organisational problems</p> <p>8.3 Presenting productions &amp; operations management related cases in the Indian scenario</p> <p>8.4 Providing real life examples and applications of productions &amp; operations management concepts</p>

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	<ul style="list-style-type: none"> <li>Describe the concept of operations management and productivity</li> </ul>
2	APPLYING	<ul style="list-style-type: none"> <li>Apply the decision models to various real time problem</li> </ul>

		<ul style="list-style-type: none"> <li>• Solve and analyse problems using different forecasting techniques scenarios.</li> </ul>
3	ANALYSING	<ul style="list-style-type: none"> <li>• Evaluate and rank capacity locations, plan and schedule production by solving the problems.</li> <li>• Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness</li> <li>• Analyse and evaluate various facility alternatives and their capacity decisions</li> </ul>

**Suggested 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
9. Operations Research, P. K. Gupta, Man Mohan, Kanti Swarup, Sultan Chand
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons

Course Code:	<b>BMHRSE350T</b>	Course Name	<b>Information Technology Tools and Ecommerce</b>
Credit: 4	L:02 T:00 P: 02	Type: SE	Semester: III

**Learning Objectives:**

The objective of this course is to examine and identify:

1. The key concepts related to the regulation of the internet and e-commerce.
2. The technologies facilitating electronic business and commercial transactions.
3. The legal and policy frameworks governing electronic business, platforms, and use of the internet.
4. Ethical considerations and consumer protections.
5. Current issues and concerns relating to e-commerce and internet regulation.



## Detailed Syllabus

Unit No	Unit Name	Topics
TH1	<b>Introduction to ecommerce</b>	1.7 Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C
TH2	<b>Technology in ecommerce</b>	2.1 An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies. Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value 2.2 <u>Web page design using HTML and CSS</u> : Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS, Web page design tools.
TH3	<b>Security threats</b>	3.1 Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL
TH4	<b>Internet payment systems</b>	4.1 Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH, 4.2 Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool, Consumer behavior in cyberspace.
TH5	<b>Consumer oriented e-commerce</b>	5.1 Traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services. 5.2 E-core values: ethical issues, legal issues, taxation issues and international issues.
PR1	<b>Word-processing</b>	1.1 Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. 1.2 Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.

		<p>1.3 Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents.</p> <p>1.4 Language tools: Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style, using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography</p> <p>1.5 Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.</p>
PR2	<b>Spreadsheets</b>	<p>2.1 Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define.</p> <p>2.2 Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet</p> <p>2.3 Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics.</p> <p>2.4 Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables.</p> <p>2.5 Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goalseek, solver) Exchanging data using clipboard, object linking and embedding.</p>
PR3	<b>Business presentation</b>	<p>3.1 Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images.</p> <p>3.2 Viewing and navigating a presentation: Organizing ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons</p> <p>3.3 Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips.</p> <p>3.4 Final presentation: Applying transition to slides, controlling transition</p>

		speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.
PR4	<b>Database</b>	<p>4.1 Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships &amp; Integrity Rules, Join Properties, Record manipulation, Sorting &amp; Filtering.</p> <p>4.2 Select data with queries: Creating Query by design &amp; by wizard, Creating multi table queries, creating &amp; working with table joins. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups.</p> <p>4.3 Working with Reports: Creating Basic Reports, Creating Header &amp; Footer, Placing Controls on reports, sorting &amp; grouping.</p>

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Define and describe the key concepts related to the regulation of the internet and e-commerce.
2	APPLYING	Apply knowledge of e-commerce and internet regulation in hypothetical scenarios.
3	UNDERSTANDING	Critically consider specific national and foreign laws that apply to the internet.
4	UNDERSTANDING	Recognize and assess ethical principles that apply to e-commerce.
5	ANALYSING	Assess and evaluate emerging ethical, legal, and policy issues related to internet regulation.

**Suggested Text Books: (Theory)**

1. Kenneth C. Laudon and Carlo GuercioTraver, E-Commerce, Pearson Education.
2. David Whiteley, E-commerce: Strategy, Technology and Applications, McGraw Hill Education
3. PT Joseph, E-Commerce: An Indian Perspective, PHI Learning

**Suggested Text Books: (Practical)**

1. Introduction to Information Technology, ITL Education, Pearson Education
2. Information Technology for Management, Ramesh Behl, McGraw Hill
3. Information Technology and Its Applications in Business, ReemaThareja, Oxford University Press.

## SEMESTER - IV

Course Code:	<b>BMHCR410T</b>	Course Name:	<b>Business Research</b>
Credit: 6	L:03 T:01 P:02	Type: <b>Core</b>	Semester: IV

### Learning Objectives:

1. Familiarise students with the steps involved in business research process
2. Help students understand how to prepare a research design
3. Provide students with the understanding of different data collection techniques
4. Facilitate students with the understanding of univariate and multivariate data analysis
5. Enable students perform statistical analysis using SPSS/MS Excel

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction to Business Research</b>	1.1 Business Research and Marketing Research--Nature and Scope, Role of Marketing Research in decision making, Applications of Marketing Research, Management decision problem Vs. Marketing Research problem 1.2 Research Methodology-- The Research process – Steps in the research process, The research proposal, Problem Formulation
2	<b>Research Design and Secondary Data Research</b>	2.1 Types of Research Design—Exploratory, Descriptive, Causal 2.2 Secondary Data Research--Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, Secondary sources of data in Indian Context, Syndicated Research (in India)
3	<b>Primary Data Research, Measurement and Scaling</b>	3.1 Primary Data Research--Primary Data Collection: Survey vs. Observations, Comparison of self-administered, telephone, mail, emails techniques, Qualitative Research Tools: Depth Interviews focus groups and projective techniques, Pilot Survey 3.2 Measurement & Scaling-- Primary scales of Measurement-Nominal, Ordinal, Interval& Ratio, Scaling techniques: paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale
4	<b>Data Analysis</b>	4.1 Univariate Data Analysis-- Nature and Scope, Sampling techniques, Determination of sample size, Testing of Hypothesis, ANOVA: One way and two-way classified data 4.2 Multivariate Data Analysis-- Multiple Regression, Cluster Analysis, Factor Analysis, Discriminant Analysis
5	<b>Practical using SPSS/MS Excel</b>	5.1 Introduction to SPSS-- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables 5.2 Running Statistical Procedures-- Data entry and interpretation of the output, Descriptive Statistics, Testing of hypothesis, ANOVA,

		Correlation, Regression analysis, Cluster analysis, Factor analysis, Discriminant Analysis, Forecasting techniques
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**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	IDENTIFY the steps involved in a business research process
2	CREATING	PREPARE a research design for a business research project.
3	EVALUATING	EVALUATE different techniques of primary and secondary data collection
4	ANALYSING	PERFORM univariate and multivariate data analysis
5	ANALYSING	USE SPSS/MS Excel for conducting different statistical analysis

**Suggested Text Books:**

1. Research Methodology – R. Panneerselvam (Prentice Hall of India)
2. Research Methodology – C. R. Kothari (New Age International Ltd)
3. Statistics For Business Decisions – J. K .Das (Academic Publishers)
4. Research Methods for Business – U. Sekharan( John Wiley and Sons)
5. Business Research Methods – S N Murthy and U Bhojanna (Excel Books)
6. Marketing Research – G. C. Beri (Tata McGraw Hill)
7. Marketing Research: An applied Orientation – N. Malhotra (Pearson Education)
8. Business Research Methods – D.R. Cooper and P.S. Schindler (Tata McGraw Hill)
9. SPSS for Windows: step by Step - D. George and P. Mallery (Pearson Education )
10. Statistical Methods in Business and Social Science – G. V. Shenoy and M. Pant (Macmillan)

Course Code:	<b>BMHRCC420T</b>	Course Name	<b>Human Resource Management</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: IV

**Learning Objectives:**

1. To discuss the nature, scope, application and importance of Human Resource Management in current business scenario.

2. To make the students aware of the various roles and functions of HR managers.
3. To focus on how HRM can be an effective tool to improve the quality of work life of employees.
4. To discuss how HRM can help an organisation to gain competitive advantage by effective formulation and implementation of strategy.
5. To enrich the students about the various methods of performance appraisal along with their practical applications.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction to Human Resource Management</b>	1.1 Human Resource Management: Concept, Scope, Functions 1.2 HR Managers: Roles and functions 1.3 Difference between HRM, PM and HCM 1.4 HRM Support for improvement programs like work life balance, wellness programs 1.5 Role of HR in strategy formulation 1.6 Significance of Competitive advantage through HR 1.7 HRM issues in Indian Organizations
2	<b>Human Resource Management and Procurement</b>	2.1 Human Resource Planning (HRP): Concept, Objectives, Process (Forecasting demand and supply, Skill Inventories) 2.2 Human Resource Information System (HRIS): Concept and Application 2.3 Job Analysis: Concept and purpose 2.4 Recruitment: Concept, Internal & External sources of recruitment 2.5 Selection: Concept, Process 2.6 Orientation: Concept, Purposes and Problems
3.	<b>Human Resource Development and Employee Welfare</b>	3.1 Human Resource Development (HRD): Definition, Objectives, Challenges 3.2 Training: Concept, Need, Evaluating Training effectiveness, Methods (On the job and Off the job training) 3.3 Management development: Concepts and Methods 3.4 Succession planning 3.5 Promotion: Bases of Promotion 3.6 Performance appraisal: Concept, objectives, limitations, Methods (Traditional and modern) 3.7 Job Evaluation: Concept, Difference with Performance Appraisal 3.8 Career planning: Concept and significance

		3.9 Compensation: Purpose and techniques, Components of pay structure with reference to India, factors influencing pay structure, wage differentials & incentives, ESOP, Employee welfare schemes (Social security, health, retirement & other benefits).
4.	<b>Industrial Relations and Discipline</b>	<p>4.1 Industrial Relations: Concept, objectives, causes of poor IR</p> <p>4.2 Industrial Dispute: Concept, causes, machinery for settlement of disputes</p> <p>4.3 Industrial Discipline: Concept, causes of indiscipline, disciplinary procedures</p> <p>4.4 Grievance: Concept, causes and grievance redressal mechanisms</p> <p>4.5 Trade union: Role and functions</p> <p>4.6 Collective Bargaining and Workers participation in Management: Concept, role.</p>

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING & UNDERSTANDING	Have in-depth knowledge about the various concepts and terms of Human Resource Management
2	UNDERSTANDING & APPLYING	Able to formulate and plan the Human Resource Planning Process with respect to forecasting the demand and supply of manpower.
3	APPLYING & ANALYSING	Learn to conduct Machinery for settlement of disputes with reference to various cases.
4	UNDERSTANDING & APPLYING	Students will be well versed with various employee welfare schemes (Social security, health, retirement & other benefits).

**Suggested Text Books:**

1. DeCenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G. Human Resource Management, Pearson.
3. Rao, V.S.P: Human Resource Management, Text and Cases, Excel Books
4. Aswathappa, K. Human Resource and Personnel Management, Tata McGraw Hill.
5. Gupta, C.B, Human Resource Management, Sultan & Chand Publishing

6. R.WayneMondy&RoberM.Noe:HumanResourceManagement, Pearson.

Course Code:	<b>BMHCR430T</b>	Course Name:	<b>Financial Management</b>
Credit: 6	L: 06 T: 00 P: 00	Type: <b>Core</b>	Semester: IV

### Learning Objectives:

The basic objective of the course is to provide knowledge on fundamental concepts of Financial Management. The concepts, contemporary theory and techniques used in financial management are to be discussed. The main focus is given to learn different functions of financial management like Financing Decision, Investment Decision, Dividend Decision and managing of all these functions.

Special emphasis is given on learning of students under this course are as follow:

1. To introduce the basic tools and techniques of modern financial management.
2. To comprehend the concept of risk and return and measurement of risk and return.
3. To discuss capital budgeting concept and different techniques used for evaluation of projects or capital expenditure decision. In this context the application of different statistical tools like probability, abandonment value, decision trees are to be discussed.
4. To discuss capital structure issues and cost of capital.
5. To give an idea to the students about operating & financial risk and measurement process of these risks.
6. To illustrate significance of working capital and to discuss the different components of working capital like inventory, cash and receivables and techniques used for efficient management of these components.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction to Financial Management, Time Value of Money, Risk &amp; Return</b>	1.1 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. 1.2 Time Value of Money: present value, future value, and annuity; 1.3 Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.
2	<b>Long -term</b>	2.1 Long -term investment decisions : Capital Budgeting – Principles and



	<b>investment decisions, Capital Rationing, Capital budgeting under risk &amp; Uncertainty</b>	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 & MIRR, Net Terminal Value, Profitably Index Method. 2.2 Capital Rationing (Theory & problems). 2.3 Capital budgeting under risk & Uncertainty – Types & sources of risk, conventional techniques (payback period, risk adjusted discount rate, sensitivity analysis, certainty equivalent).
3	<b>Concept and Measurement of Cost of Capital, Leverage Analysis, Theories of Capital Structures, Dividend Policy Decision</b>	3.1 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. 3.2 Leverage Analysis: Operating and Financial Leverage; EBIT –EPS analysis; Combined leverage. 3.3 Theories of Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory. 3.4 Dividend Policy Decision: Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter’s model, Gordon’s model.
4	<b>Working Capital Management</b>	4.1 Concepts of working Capital Management, Estimation of Working Capital 4.2 Management of Cash – Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, 4.3 Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, 4.4 Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Learn the jargons of finance properly and use it where it is applicable in the real world.
2	UNDERSTANDING	Learn to estimate cash flow from a project and evaluate the best project among different alternatives.
3	APPLYING	Learn the recent trend in working capital management and learn to manage different components of working capital.
4	ANALYSING	Formulate and communicate financial decision correctly in written and verbal (presentation) manner and opt the most suitable plan among different alternative plans.
5	EVALUATING	Measure the risk and return associated with an investment, determine cost of capital of a firm, calculate leverage from a given financial statement etc.

### Suggested Text Books:

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

Course Code:	<b>BMHRGE440T</b>	Course Name	<b>Ethics &amp; CSR</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Generic Elective</b>	Semester: IV

### Learning Objectives:

1. To make the students to have an insight about ethics in business
2. To understand ethical theories applied in business
3. To examine corporate social responsibility and its significance
4. To relate to corporate governance and its importance along with SEBI Clause 49 and its parameters.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction to Business Ethics</b>	1.1 Concept of ethics, meaning and nature of business ethics, 1.2 Principles of business ethics, Arguments for and against business ethics, 1.3 Ethics and law, Ethics and morality 1.4 Moral development theories of Lawrence Kohlberg and Carol Gilligan.
2	<b>Theories of Ethics</b>	2.1 Traditional Ethical theories: Theory of Utilitarianism, 2.2 Ethics of Duty, Ethics of Rights and Justice, 2.3 Contemporary theories: Virtue Ethics, Social contract theory
3	<b>Corporate Governance</b>	3.1 Corporate governance- concept, objectives, need or importance 3.2 Role played by regulators-SEBI clause 49 (The Board composition, functions, Remuneration of Executive and Non-Executive directors, Role of Audit Committee, Role of Auditors (Internal), Whistle blowing, types and need for whistle blowing) 3.3 Role of Financial Institutions in enhancing Corporate Governance

4	<b>Corporate Social Responsibility</b>	4.1 Meaning, definition, social responsibilities of business towards stakeholders (Internal & External) 4.2 Common indicators for measuring Social performances in business 4.3 CSR model of Archie Carroll
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**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	
2	UNDERSTANDING	UNDERSTAND and discuss the concept of business ethics
3	APPLYING	RELATE to the corporate governance measures taken by regulators and financial institutions
4	ANALYSING	EXAMINE the need and importance of corporate governance
5	EVALUATING	EVALUATE and CRITICIZE various theories of ethics
6	CREATING	DEVELOP an understanding of Corporate Social Responsibility

**Suggested Text Books:**

1. Shekar, R.S, Ethical Dilemma in Business, Sage publication.
2. Murthy, C.S.V, Business Ethics, Himalaya Publishing House.
3. Chakraborty, S.K, Values and Ethics for Organisations, Theory and Practice, Oxford India Press.
4. Rituparna Raj, A Study in Business Ethics, Himalaya Publishing House
5. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
6. LuthansHodgetts and Thompson: Social issues in business, Macmillan USA
7. A.C. Fernando: Business Ethics Pearson Education.
8. A.C. Fernando: Corporate Governance Pearson Education.
9. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
10. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
11. Marianne M Jennings: Cases in Business Ethics Indian SouthWestern College Publishing
12. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
13. Werther: Strategic CSR, Sage
14. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

## SEMESTER - V

Course Code:	<b>BMHRCC510T</b>	Course Name:	<b>Quantitative Techniques for Management</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: V

### Learning Objectives:

1. This paper will acquaint students with the construction of Mathematical and Statistical models for managerial decision in a business environment.
2. To emphasis on describe and discuss the basic the concepts, formulation and interpretation.
3. Be able to apply quantitative techniques to solve a range of business and economics related problems.
4. To use computer software packages to obtain a solution wherever applicable.

### Detailed Syllabus

Unit No	Unit Name	Topics
1.	<b>Linear Programming Problems:</b>	1.1 Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special Cases: Multiple optimal solution, infeasibility, unbounded solution); 1.2 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); 1.3 Formulation of Integer programming, Zero-one programming, Goal Programming.
2.	<b>Transportation and Assignment Problems:</b>	2.1 Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, 2.2 Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) 2.3 Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)
3.	<b>Network Analysis</b>	<b>Network Analysis:</b> 3.1 Construction of the Network diagram, 3.2 Critical Path- float and slack analysis (Total float, free float, independent float), 3.3 PERT, Project Time Crashing.

		3.4 Queuing Theory: Arrival pattern, Service pattern, Traffic intensity, Queuing model.
4.	<b>Decision Theory, Game Theory and Simulation</b>	<p>4.1 Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information</p> <p>4.2 Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation</p> <p>4.3 Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of <math>m \times n</math> game and solution of <math>2 \times 2</math>, <math>2 \times s</math> and <math>r \times 2</math> cases by Graphical and Algebraic methods;</p> <p>4.4 Introduction to Simulation: Monte Carlo Simulation.</p>

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING & UNDERSTANDING	Students will be able to describe and discuss the basic concepts of Operation Research
2	CREATING	Identify and develop operational research models from the real life Business related Mathematical Problems
3	APPLYING	Solve a range of problems using the techniques covered
4	CREATING	Enable to design new models like PERT and CPM that will improve decision making and develop critical thinking and objective analysis of decision problems
5	REMEMBERING	Define basic terms in the areas Queuing Theory and Game Theory

**Suggested Text Books:**

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill
2. P. K. Gupta, Man Mohan, Kanti Swarup: Operation Research, Sultan Chand.
3. V. K. Kapoor: Operations research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
5. S. Kalavathy: Operations Research, Vikas Publishing House.

Course Code:	<b>BMHRCC520T</b>	Course Name:	<b>Legal Aspects of Business</b>
Credit: 6	L:06 T:00 P:00	Type: <b>Core</b>	Semester: V

### Learning Objectives:

The objective of this course is to become aware of the different laws, particularly commercial laws of the country. Imparting knowledge with case laws will make the students understand the legal areas to be taken care for running a business successfully.

Special emphasis is given on learning of students under this course are as follow:

1. To know, understand and apply legal aspect of business to analyse and improve organizational performance.
2. To conduct and draw conclusions from internal and external analyses of an organization's capabilities considering legal compliance.
3. To formulate different policies and develop implementation plan keeping in view legal obligations.

### Detailed Syllabus

Unit No.	Unit Name	Topics
1	<b>Indian Contract Act 1872</b>	Indian Contract Act 1872 1.1 Contract- definition essentials void voidable and valid contract 1.2 Offer and acceptance –rules relating to offer and acceptance 1.3 Competency of the parties-minor and person of unsound mind 1.4 Free consent coercion undue influence fraud misrepresentation mistake and the effects 1.5 Consideration definition types privity of consideration and contract, no consideration...no contract...effect and exceptions 1.6 Discharge of contract –modes 1.7 Breach - types of breach 1.8 Remedies compensation specific performance injunction quantum meruit 1.9 Relationship resembling contract 1.10 Specific contracts –definition rights and liabilities of the parties
2	<b>Sale of Goods Act 1930</b>	Sale of Goods Act 1930 2.1 Definition –goods contract of sale and agreement to sell 2.2 Condition –implied condition 2.3 Warranties implied warranties 2.4 Sale by non-owners 2.5 Unpaid seller and his rights 2.6 Caveat emptor and its exception
	<b>Negotiable</b>	Negotiable Instruments Act 1881

	<b>Instruments Act</b>	<p>2.7 Definition of Negotiable instruments, promissory note, bill of exchange, cheque, holder</p> <p>2.8 Holder in due course and privileges</p> <p>2.9 Negotiation and endorsement types</p> <p>2.10 Crossing of cheques</p> <p>2.11 Dishonour of cheques</p>
3	<b>Companies Act 2013</b>	<p>Companies Act 2013</p> <p>3.1 Object of Companies Act 2013</p> <p>3.2 Meaning of company, essential features, types of companies</p> <p>3.3 Registration and incorporation of companies</p> <p>3.4 Memorandum of association and Articles of association</p> <p>3.5 Prospectus/IPO/FPO/REDH/SH/SLP</p> <p>3.6 Directors-appointment disqualification, qualification and critical liability / KMP</p> <p>3.7 Meetings- essential requisites of a valid meeting, types of meeting</p> <p>3.8 CSR</p>
	<b>Limited Liability Partnership Act 2008</b>	<p>Limited Liability Partnership Act 2008</p> <p>3.9 Meaning and nature of LLP</p> <p>3.10 Formation and registration</p> <p>3.11 Relationship of the partners and the relationship</p> <p>3.12 Extent of liability</p> <p>3.13 Limitation of liability</p> <p>3.14 Extinction of the rights of the partners</p> <p>3.15 Dissolution of the firm</p>
4	<b>Consumer Protection Act 1986</b>	<p>Consumer Protection Act 1986</p> <p>4.1 Object and definition</p> <p>4.2 Rights of the consumers</p> <p>4.3 Redressal agencies- powers, functions, procedure, orders, enforcement, appeals</p>
	<b>Right to Information Act 2005</b>	<p>Right to Information Act 2005</p> <p>4.4 Object and purpose of the act</p> <p>4.5 Definition- information, right, record, public authority</p> <p>4.6 Right of citizens</p> <p>4.7 Obligation of public authorities, function of the PIO</p>
5	<b>Insolvency Code</b>	<p>5.1 Insolvency Code: Basic Idea</p> <p>5.2 IPR types: Basic concept.</p>

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Learn the jargons of different laws properly and use it where it is applicable in the real world.
2	UNDERSTANDING	Understand the compliance of laws in business activities is required for doing ethical business
3	APPLYING	Apply different laws for discharging management functions effectively

		and efficiently
4	ANALYSING	Learn to estimate the impact of non-compliance of legal aspect in any contract and evaluate the consequences

### Suggested Text Books:

1. Elements of Mercantile Law – N. D. Kapoor
2. Business Laws – Sen & Mitra
3. Mercantile Law – Batra & Kabra

Course Code:	<b>BMHRDS531T</b>	Course Name:	<b>Strategic Corporate Finance</b>
Credit: 6	L:06 T:00 P:00	Type: <b>Elective</b>	Semester: V

### Learning Objectives:

The basic objective of the course is to provide knowledge on fundamental concepts of Strategic Corporate Finance. The concepts, contemporary theory and techniques used in Strategic Corporate Finance are to be discussed. The main focus is given to learn different tools and techniques of managing corporate finance by understanding necessary strategies and applying them appropriately in financial decision making and problem solving relating to corporate entities.

Special emphasis is given on learning of students under this course are as follow:

1. To provide an idea about the basic concepts of corporate finance.
2. To make aware about the need, role, importance of different corporate strategies in financial decision making.
3. To help gaining knowledge about measuring financial performance and efficiency of any organisation and enable to select the perfect strategy towards making decisions relating to it.
4. To relate the gathered knowledge with real life incidents and implement the same in their corporate decision making.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	UNIT - I	<p>1.1 Introduction to Strategic Corporate Finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximisation, overall corporate value addition and Economic Value Addition.</p> <p>1.2 Strategic Cost Management: Traditional costing Vs Strategic Costing,</p>



		<p>Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.</p> <p>1.3 Alternative sources of financing – Difference between traditional &amp; alternative sources of finance, different types of alternative sources of financing.</p> <p>1.4 Infrastructure projects financing– Different approaches to infrastructure projects financing; Public Private Partnership (PPP) and its relevance.</p>
2	UNIT - II	<p>2.1 Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.</p> <p>2.2 Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor initiated buyouts/buy-ins.</p>
3	UNIT - III	<p>3.1 Financial Distress and Restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions (models) of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.</p> <p>3.2 Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.</p>
4	UNIT - IV	<p>4.1 Business Valuation: Company Valuation: an overview of valuation, valuation principles, methods, approaches and practices, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools &amp; techniques, the link between valuation and corporate finance.</p> <p>4.2 Valuing Real Assets in the Presence of Risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy.</p> <p>4.3 Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.</p>

		4.4 Other Strategic Issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.
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**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Learn the jargons of finance properly and use it where it is applicable in the real world.
2	UNDERSTANDING	Learn to estimate cash flow from a project and evaluate the best project among different alternatives.
3	APPLYING	Learn the recent trends and developments in corporate finance and learn to raise, invest and manage the same for optimal utilisation and maximising return from it.
4	ANALYSING	Formulate and communicate financial decision strategically and opt the most suitable option among different alternatives available.
5	EVALUATING	Measuring the risk and return associated with a business decision and strategically determining best suitable financial strategies for corporates through hypothetical case studies and real life focus.

**Suggested Text Books:**

1. Aswath Damodaran: Corporate finance theory and practice; John Willey Sons, Inc
2. Jakhotia: Strategic Financial Management (Vikas Publication).

Course Code:	<b>BMHRDS532T</b>	Course Name:	<b>Consumer Behaviour</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Elective</b>	Semester: V

**Learning Objectives:**

1. To discuss the nature, scope, application and importance of consumer behaviour in marketing decisions and also how consumer behaviour is different from industrial buyer behaviour.
2. To make the students aware of the VALS 2 segmentation profile of consumers.
3. To focus on how motivation, personality, perception, learning and attitudes plays a pivotal role in consumer decision making process.

4. To discuss how group dynamics and opinion leadership have a strong influence on consumer behaviour.
5. To enrich the students about the various models of consumer behaviour along with their practical applications.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Consumer Behaviour:</b>	1.1 Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour – interdisciplinary approach, Introduction to ‘Industrial Buying Behaviour’ references with Consumer Buying Behaviour Market Segmentation: VALS 2 segmentation profile.
2	<b>Consumer Needs &amp; Motivation, Personality &amp; Consumer Behaviour, Consumer Perception, Learning &amp; Consumer Involvement, Consumer Attitudes.</b>	2.1 Consumer Needs & Motivation: Characteristics of Motivation, arousal of motive, 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. 2.2 Personality & Consumer Behaviour: Importance of personality, theories of personality – Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images, Brand Personality. 2.3 Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation. 2.4 Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories; classical conditioning, instrumental conditioning, cognitive learning & involvement (Habit formation theory). 2.5 Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attribution theory.
3.	<b>Group Dynamics &amp; Consumer Reference Groups, Opinion Leadership Process, Family &amp; Consumer Behaviour, Social Class Consumer Behaviour, Culture &amp; Consumer Behaviour.</b>	3.1 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. 3.2 Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication. 3.3 Family & Consumer Behaviour: Consumer socialisation process, dynamics of family decision making, purchase influences and role played by children, family life cycle. 3.4 Social Class Consumer Behaviour: Determinants of social class, measuring & characteristics of social class. 3.5 Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on Consumer Behaviour, introduction to sub-culture & cross-cultural influences.

4.	<b>Diffusion of Innovation, Consumer Decision Making Process, Models of Consumer Decision Making.</b>	<p>5.1 Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.</p> <p>5.2 Consumer Decision Making Process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision, post-purchase evaluation; Situational Influences</p> <p>5.3 Models of Consumer Decision Making: Nicosia Model, Howard-Sheth Model, Engel, Kollat&amp; Blackwell Model.</p>
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**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING & UNDERSTANDING	Have a in-depth knowledge about the various concepts and terms of consumer behaviour.
2	APPLYING	Able to formulate and plan the consumer decision making process with respect to various products and services.
3	ANALYSING	Learn to conduct Consumer Research Process in order to analyse the impact of various behavioural aspects on consumer decision making process and give suggestions for further improvement.
4	UNDERSTANDING & APPLYING	Students will be capable enough to discuss various models of consumer behaviour with reference to practical implications.

**Suggested Text Books:**

1. Consumer Behaviour : Loudon & Delia Bitta, Consumer Behavior, TataMcGrawHill.
2. Consumer Behaviour : Bennett &Kassarjian, Consumer Behavior, PrenticeHall.
3. Consumer Behaviour :Schiffman, Kanuk& Kumar, Pearson, PrenticeHall.
4. Consumer Behaviour : S K Batra& S Kazmi, ExcelBooks
5. Consumer Behaviour :Hawkis, Bert, Coney, TMH
6. Consumer Behaviour and Managerial Decision Making – Kardes;PHI
7. Consumer Behaviour& Advertising Management – Datta & Datta;Vrinda

Course Code:	<b>BMHRDS541T</b>	Course Name:	<b>Investment Analysis and Portfolio Management</b>
Credit: 6	L: 05 T: 01 P: 00	Type: <b>Elective</b>	Semester: V

### Learning Objectives:

The primary objective of this course is to provide students a guided tour of the world of investments and to improve their skills in managing investments. More specifically, this course has the following objectives:

1. To provide students with a sound knowledge of the basics of risk and return, and the procedure to compute risk and return on investments.
2. To provide students with a sound knowledge of the general terms of a bond contract and the procedure to compute bond's price.
3. To provide students an insight into the fundamental analysis.
4. To provide students with a sound knowledge of the procedure to compute share's price.
5. To provide students an insight into the technical analysis.
6. To make students aware of the efficient market hypothesis, its forms, and implication.
7. To provide students a sound knowledge of portfolio analysis and management.
8. To provide students an insight into the Capital Asset Pricing Model.
9. To provide students with a piece of sound knowledge about the mutual funds.
10. To provide students with a piece of sound knowledge about the derivatives.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Basics of Risk and Return</b>	1.1 Concept of returns 1.2 Application of standard deviation, coefficient of variation, beta, alpha
	<b>Bonds</b>	1.3 Present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk 1.4 Yield curve and theories regarding shape of yield curve 1.5 Unsystematic risk and non-risk factors that influence yields 1.6 Duration and modified duration, immunization of a bond portfolio
	<b>Fundamental Analysis</b>	1.7 EIC framework 1.8 Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; 1.9 Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry

		1.10 Company analysis
2	<b>Share Valuation</b>	Dividend discount models: no growth, constant growth, two stage growth model, multiple stages Relative valuation models using P/E ratio, book value to market value
	<b>Technical Analysis</b>	2.1 Basic concepts: meaning, assumptions, difference between technical and fundamental analysis 2.2 Price indicators: Dow Theory, advances and declines, new highs and lows- circuit filters 2.3 Volume indicators: Dow Theory, small investor volumes 2.4 Other indicators: futures, institutional activity 2.5 Trends: resistance, support, consolidation, momentum 2.6 Charts: line chart, bar chart, candle chart, point & figure chart 2.7 Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed 2.8 Indicators: moving averages
	<b>Efficient Market Hypothesis</b>	2.9 Concept of efficiency: Random walk 2.10 Three forms of EMH and their implications for investment decisions. Note: Non-numerical in EMH and technical analysis
3	<b>Portfolio Analysis</b>	3.1 Basic concept: Portfolio risk and return 3.2 Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio 3.3 Market Model: concept of beta systematic and unsystematic risk. 3.4 Investor risk and return preferences: Indifference curves and the efficient frontier 3.5 Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation 3.6 Asset allocation: Asset allocation pyramid, investor life cycle approach 3.7 Portfolio management services: Passive – Index funds, systematic investment plans; Active – market timing, style investing
4	<b>Capital Asset Pricing Model (CAPM)</b>	4.1 Efficient frontier with a combination of risky and risk free assets 4.2 Assumptions of single period classical CAPM model, Sharpe Index model, Characteristic line, Capital Market Line, Security market Line 4.3 Expected return, required return, overvalued and undervalued assets
	<b>Mutual Funds</b>	4.4 Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. 4.5 Performance Evaluation using Sharpe's Treynor's and Jensen's measures.
5	<b>Derivatives</b>	5.1 Basic Concept: forwards, futures, valuation of futures 5.2 Options: Types of options, problems on call and put options with different strategies, Black Scholes Option Pricing Model.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	Understanding & Remembering	Understand the basics of risk and return, and the procedure to compute risk and return on investments.
2	Understanding, Remembering	Understand the general terms of a bond contract, and the

	& Evaluating	procedure to compute bond's price.
3	Understanding & Remembering	Identify reasons why fundamental analysis play a key role in determining a proper stock price.
4	Evaluating	Compute share's price.
5	Understanding, Remembering & Analysing	Identify reasons why technical analysis may be profitable.
6	Understanding & Remembering	Understand the efficient market hypothesis, its forms, and implication.
7	Understanding, Analysing & Applying	Manage investment portfolios.
8	Understanding, Evaluating, Analysing & Applying	Understand the Capital Asset Pricing Model.
9	Understanding, Evaluating, Analysing & Applying	Understand & evaluate mutual funds and their performance.
10	Understanding, Evaluating, Analysing & Applying	Understand the concept of derivatives in a much broader way.

### Suggested Text Books:

1. Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J. Investments, Prentice Hall of India.
3. Singh, R. Security Analysis & Portfolio Management, Excel Books.
4. Frank K Reilly & Keith C Brown. Investment Analysis and Portfolio Management, Cengage India Pvt. Ltd.
5. Bodie, Z., Kane, A., & Marcus, Alan J. Essentials of Investments, Mcgraw Hill Education (India) Pvt. Ltd.
6. Chandra, P. Investment Analysis and Portfolio Management, Tata McGraw Hill.
7. Panadian, P. Security Analysis and Portfolio Management, Vikas Publishing House.

Course Code:	<b>BMHRDS542T</b>	Course Name:	<b>Advertising and Brand Management</b>
Credit: 6	L: 05 T:01 P:00	Type: <b>Elective</b>	Semester: V

### Learning Objectives:

1. To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program.

2. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction</b>	1.1 Definition of Advertising, need & importance, objectives of advertising 1.2 DAGMAR- concept, functions 1.3 Modern advertising, types & classification of advertisement 1.4 Social, economic & legal aspects of advertising, advertising ethics.
2	<b>Integrated Marketing Communication (IMC)</b>	2.1 Different elements of IMC, AIDA, Hierarchy of effects model, Innovation Adoption model. 2.2. Advertising Budget Factors affecting budgeting decision rule: Top down Approach- percentage of sales method, competitive parity, Affordable method; Bottom up approach- objective and task method. 2.3. Advertising Agency- Concept of an advertising agency in terms of different departments, functions of a full service advertising agency, agency remuneration.
3.	<b>Advertising Creativity</b>	3.1. Concept of creativity, creative strategy, USP theory of creativity, 3.2. Advertising appeals 3.3. Copywriting– meaning, Copywriting for television, & print advertisement. 3.4. Layout of an advertisement & Illustration.
4.	<b>Advertising Media</b>	4.1 Media planning & Scheduling: Introduction to broadcast & non - broadcast media; factors influencing media planning; 4.2. Features of different mass media – Newspaper, Magazine, Television, Radio, Outdoor media, Online media. 4.3. Media Scheduling Strategy: flighting, pulsing, & continuous.
5	<b>Advertising Effectiveness</b>	5.1. Characteristics of an effective advertisement, 5.2. Pretesting, post-testing techniques to measure advertising effectiveness.
6	<b>Sales Promotion</b>	6.1. Meaning of Sales promotion, features, objectives, importance & need for sales promotion 6.2. Consumer sales promotion- meaning, tools of consumer sales promotion. 6.3. Trade Sales promotion- meaning and tools. Push- Pull strategy, limitations of sales promotions.
7	<b>Introduction to Brand management</b>	7.1. Definition of branding, characteristics of a good brand name, brand identity and brand image, strategic brand management process, brand positioning concept & strategy.
8	<b>Brand Equity and Personality</b>	8.1. Meaning of Brand equity- Brand awareness, perceived quality, brand



		associations, brandloyalty. 8.2. Brand personality- meaning, five dimensions of brand personality- Sincerity,Excitement, Competence, Sophistication and Ruggedness. 8.3. Brand makeover strategies –process.
9	<b>Case Studies</b>	Integrated Case Studies on Advertising and Brand Management to be taken up in class w.r.t.E-Commerce, changes in buying behaviour, etc

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING & UNDERSTANDING	Learn the jargons of advertising properly and use it where it is applicable in the real world.
2	APPLYING	Formulate and communicate advertising plan correctly in written and verbal (presentation) manner
3	ANALYSING	Students would be equipped to create and analyze advertisements alongside taking up all activities integrated into the process of advertising and communications.
4	UNDERSTANDING & APPLYING	Help them build in themselves an approach to manage advertising with relevance to real-world advertising planning, decision making, and control.
5	UNDERSTANDING & APPLYING	Learn the recent development of advertising and synthesize the same for an organization.

**Suggested Text Books:**

1. Advertising and Sales Promotion- Kazmi &Batra (Excel Books)
2. Advertising & Promotion- Belch & Belch (TMH)
3. Advertising Management- M.V. Kulkarni (EPH)
3. Advertising Management- Batra, Myers and Aaker (Pearson)
4. Brand Management Text and Cases- H.V.Verma (Excel Books)
5. Brand Management- S.L. Gupta (HPH)
6. Integrated Advertising, promotion and Marketing Communications- Clow & Baack (PHI)

**Suggested Articles:**

1. Becker K. (2015). Purchasing Patterns and Advertisement Audience for Consumer Purchases and Repurchasing Decisions. In: Bahn K. (eds) Proceedings of the 1988, Academy of Marketing

Science (AMS) Annual Conference. Development in Marketing Science: Proceedings of the Academy of Marketing Science. Springer, Charn.

2. Hild S., Brettel M. (2015). Interrelation of Advertising Channels – An Empirical Study on Online Purchase Behaviour. In: Robinson, Jr. L. (eds) Proceedings of the 2009 Academy of Marketing Science (AMS) Annual Conference. Development in Marketing Science: Springer, Charn.
3. Gedenk K., Neslin S.A., Ailawadi K.L. (2010) Sales Promotion. In: Krafft M., Mantrala M. (eds) Retailing in the 21<sup>st</sup> Century. Springer, Berlin, Heidelberg.
4. Navarro- Bailon M.A. (2011). What is the Best Communication Strategy (Integrated vs Repetition) to Persuade Consumers? An Analysis across Levels of Brand Familiarity, In: Okazaki S. (eds) Advances in Advertising Research (Vol. 2). Gabler.

### **SEMESTER - VI**

Course Code:	<b>BMHCRCC611T</b>	Course Name:	<b>Business Policy and Strategy</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: VI

Learning Objectives:

1. To acquire the knowledge of the nature and importance of Business Policy & Strategy and learn to take strategic management decisions
2. To learn need for formulation of the mission statement and company's vision
3. To know how to analyse the environmental factors both external & internal through different models
4. To aware the students about the Behavioural consideration in Strategic Management affecting choice of strategy, structure, culture and strategic Leadership.

### **Detailed Syllabus**

Unit No	Unit Name	Topics
1	<b>Introduction and Corporate Vision &amp; Mission</b>	1.1 Nature & importance of Business Policy & Strategy: Introduction to the strategic management process and related concepts; Characteristics of Corporate, Business & Functional level strategic management decisions; Blue Ocean Strategy. 1.2 Company's vision and mission: need for a mission statement, formulation of the mission statement.
2	<b>Environmental Analysis</b>	2.1 Environmental Analysis & Diagnosis: External environment analysis (PEST), its impact on organization's policy and strategy, analysis of

		specific environment- Michael E.Porter’s five forces model; 2.2 Internal analysis: Importance, competitive advantage and core competence, Michael E.Porter’s Value Chain Analysis.
3	<b>Strategic Framework and Matrix</b>	3.1 Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolioanalyses – BCG, GE, product market evolution matrix, experience curve, directional policymatrix
4	<b>Formulation of competitive Corporate strategies</b>	4.1 Formulation of competitive strategies: Michael E. Porter’s generic competitive 4.2 strategies, implementing competitive strategies- offensive & defensive moves. 4.3 Formulating Corporate Strategies: Strategies of growth, stability and renewal; Types ofgrowth strategies – concentrated growth, product development, integration, diversification,international expansion (multi domestic approach, franchising, licensing and joint ventures). 4.4 Types of stability strategy – No Change, Profit Strategy, Pause / Proceed with caution 4.5 Types of renewal strategies – retrenchment and turnaround; Merger & Acquisitions-basicConcepts
5	<b>Behavioural Consideration</b>	5.1 Behavioural consideration in strategic management, Behavioural considerationsaffectingchoice of strategy; Structure, Culture and Strategic Leadership: Implementing &operationalizing strategic choice; Functional strategy & its link with business level strategies.
6	<b>Strategic Control and Evaluation</b>	6.1 Strategic control & evaluation, Balanced Score Card; KPI- Concepts & Developmental stages; Introduction to strategic control & evaluation; Strategic surveillance.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	Applying	Formulate business policy and strategy, take strategic management decision on the basis of environmental analysis
2	Understanding	Be able to understand and formulate Company’s vision and Mission Statement
3	Applying	By abled leadership quality, implementing and operationalizing strategic choice, functional strategy and it’s link with business level strategies can be done effectively & efficiently
4	Evaluating	After the course Strategic control & evaluation can be implemented including strategic surveillance

**Suggested Text Books:**

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH

2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

### 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, McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (McGraw Hill Series in Management).

Course Code:	<b>BMHRCC621T</b>	Course Name:	<b>Financial Institutions &amp; Markets</b>
Credit: 6	L:05 T:01 P:00	Type: <b>Core</b>	Semester: VI

### Learning Objectives:

1. To get an overview about the financial instruments like bonds, equities and money market instruments.
2. To understand the operations of different financial markets.
3. To study the role of financial institutions in our economy.
4. To know about the participants of financial markets.
5. To analyze the role of financial institutions in economic development.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Structure of Indian Financial System &amp; Financial Service</b>	1.1 An overview of the Indian financial system, financial sector reforms: context, need and objectives; Banks (Concept, Regulation, Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker, Products offered by Banks, Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking); NBFCs: Concepts and its types; comparison between Banks and NBFCs
2	<b>Introduction to Financial Markets in India</b>	2.1 Concept, Role and Importance, Structure, Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets.
3	<b>Money Market</b>	3.1 Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and

		DFHI in money market.
4	<b>Capital Market</b>	4.1 Primary (Functions, Methods of Capital Issues, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Role of Intermediaries, Employees Stock Options)& secondary market (Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE), Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Offer documents, Green shoe option, Minimum subscription, Offer for sale, Private Placement, Rights Issue, On-Line IPO, IPO Grading (concept), Pricing of shares including Book Building of Shares, Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, Rolling settlement cycle, contract note and settlement of contracts, Settlement mechanism at BSE & NSE, Corporate listing
5	<b>Debt Market</b>	5.1 Introduction and meaning, role and functions of these markets. Market for Government/Debt Securities in India, Secondary market for government/debt securities, over-subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	UNDERSTANDING	UNDERSTAND the operations of a stock exchange or commodity exchange.
2	UNDERSTANDING	SUMMARIZE the importance and features of various financial instruments in our economy.
3	EVALUATING	EVALUATE the pros and cons of different financial instruments for investment decisions
4	ANALYZING	ANALYZE the process of capital formation by financial institutions.

### Suggested Text Books:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Khan, M Y. ( 2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh( 2011). Financial Markets in India: A Research Initiative. Anamica Publications
4. Goel, Sandeep. (2012). Financial services.PHI.
5. Gurusamy, S. (2010). Financial Services.TMH

Course Code:	<b>BMHRDS631T</b>	Course Name:	<b>Project Appraisal And Analysis</b>
Credit: 6	L: 05 T:01 P:00	Type: <b>Elective</b>	Semester: VI

### Learning Objectives:

The basic objective of the course is to provide knowledge on fundamental concepts of Project Management and planning for execution of project. The process of conducting feasibility study of any project is to be discussed with respect to market, technical and financial appraisal of a project. The main focus is given to learn different aspect of project appraisal with respect to market acceptance, availability of investment, involvement of risk and uncertainty etc.

Special emphasis is given on learning of students under this course are as follow:

1. To introduce the basic tools used in project appraisal.
2. To discuss the process of conducting market analysis of a project.
3. To illustrate different investment appraisal techniques including social cost benefit analysis.
4. To discuss different statistical techniques used for project evaluation like sensitivity analysis, probabilistic cash flow approach etc.
5. To discuss different operation research models used for project evaluation like Network Analysis tools (for cost and time estimation) and Monte Carlo Simulation techniques etc.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction</b>	1.1 Project appraisal and evaluation, - Project cycle, Project cycle management - Private and Public sector Projects - Identification of

		investment opportunities –industry analysis review of project profiles, feasibility study, - Project identification and formulation, - Basic Principles of Project Analysis, - Entrepreneurship – concept, theory and perspective.
2	<b>Market Analysis</b>	2.1 Market analysis of a project, Need for market analysis, Demand and supply analysis, primary /secondary data, - Forecasting techniques - Technical appraisal of a project, - Business and Technology Acquisition and management of technology.
3	<b>Investment Appraisal</b>	3.1 Introduction, Investment criteria and techniques-DCF and non-DCF, Capital Rationing, Project Appraisal parameters of Financial Institutions. 3.2 Social Cost benefit analysis: value added concept, social surplus, indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach.
4	<b>Project Assessment under risk and uncertainty</b>	4.1 Risk and Sensitivity Analysis, - probabilistic cash flow approaches, - Application of Network Analysis and Monte Carlo Simulation techniques.

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Learn the jargons of Project Management properly and use it where it is applicable in the real world.
2	UNDERSTANDING	Understand the conceptual clarity about project feasibility and optimality study.
3	APPLYING	Apply different operation research techniques (Network Analysis and Monte Carlo Simulation) and statistical techniques (sensitivity analysis, probabilistic cash flow) in project evaluation.
4	ANALYSING	Learn to estimate cash flow from a project and evaluate the best project among different alternatives.
5	EVALUATING	Formulate and communicate evaluation process of any project and its justification to the firm and society in written and verbal (presentation) manner and opt the most suitable project among different alternative projects.

**Suggested Text Books:**

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, TataMcGraw

Course Code:	<b>BMHRDS632T</b>	Course Name	<b>Marketing of Services</b>
Credit: 6	L:06 T:00 P:00	Type: <b>Elective</b>	Semester: VI

### Learning Objectives:

1. To provide students with an appreciation of concepts, functions and techniques of the craft of marketing services.
2. To provide an in-depth understanding of the unique challenges inherent in managing and delivering quality services.
3. To promote customer service-oriented mindset.
4. To identify critical issues in service design and delivery to create better customer value.

### Detailed Syllabus

Unit No	Unit Name	Topics
1	<b>Introduction to Services</b>	1.1 Concept of Services 1.2 Emergence of the Service Economy in India (Contributory Factors; Consumption Pattern Analysis) 1.3 Unique features of Services Overcoming the Managerial Challenges associated with unique service characteristics 1.4 Concept of Tangibility-Intangibility Spectrum 1.5 7 P's of Marketing Mix in Select Service Industries: banking, airlines, education, healthcare and hospitality.
2	<b>Service Product and Pricing</b>	2.2 Service Product: Concept of Service Products (core product, supplementary services, delivery processes); 2.3 Flower of Services; 2.4 New Service Development Pricing Strategy: Pricing Tripod (cost-based, value-based, competition-based pricing); 2.5 Concept of Rate Fences.
3.	<b>Service Distribution and Promotion</b>	3.1 Key Intermediaries in Service Delivery: Franchising, Agents and Brokers, Electronic Channels 3.2 Marketing Communications Mix in Services: Advertising, Public Relations, Direct Marketing, Sales Promotion, Personal Selling, Trade Shows) .
4.	<b>People, Process and Physical Evidence</b>	4.1 Concept of Services Marketing Triangle 4.2 People in Services: Concept; Strategic and Tactical Objectives of Internal Marketing; Training & Development of People in service delivery 4.3 Process in the Context of Services: Concept; Blueprinting of Services 4.4 Physical Evidence in Services: Elements of Physical Evidence (Ambient, Design and Social Factors); Concept and Roles of Servicescape



5.	<b>Dimensions of Service Quality</b>	5.1 Concept of Service Quality: GAPS Model in Service Design and Delivery 5.2 Remedies Managing Demand and Supply (Capacity) Imbalance: Challenges and Strategies Relationship Marketing in Services: Concept and Strategies
6.	<b>Services Marketing Strategy</b>	6.1 Consumer Evaluation Process of Goods vs Services (Search, Experience, Credence Attributes) 6.2 Three Stage Model of Service Consumption (pre-purchase, service encounter, post-encounter stage) 6.3 Segmentation, Targeting and Positioning of Services 6.4 Market Innovation; Competitive Differentiation; Competitive Analysis ( Case Study to be taken, as and whenever needed )

**Course Outcomes:** On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING & UNDERSTANDING	The students will be able to provide a theoretical and practical basis for assessing service performance using company examples
2	APPLYING	The students will be able to explain the nature and scope of service marketing.
3	APPLYING & ANALYSING	The students will be able to explain and utilize key services frameworks and concepts including the 7Ps of marketing, customer satisfaction and loyalty and customer value.
4	APPLYING & ANALYSING	The students will be expertise in developing their professional requirements to match the corporate needs.
5.	UNDERSTANDING, APPLYING & ANALYSING	The students will be well versed in developing customer-oriented mindset.

**Suggested Text Books:**

1. Zeithaml and Bitner, “Services Marketing: Integrating Customer Focus across the Firm”, Tata-McGraw Hill Edition
2. Lovelock, Writz and Chatterjee, “Services Marketing: People, Technology, Strategy”, Pearson India Education, 7th Edition
3. Fisk, R.P., Grove, S.J. and John, J. “Integrative Services Marketing” New York, Houghton Mifflin
4. Glynn, W.J. and Barnes, J.G., “Understanding Services Management: Integrating Marketing, Organizational Behaviour, Operations and Human Resources Management” Prentice Hall
5. Gronroos, C., “Service Management and Marketing: A Customer Relationship Management Approach”, John Wiley: New York
6. Hoffman, K.D. and John, E.G.B., “Marketing of Services: Concepts, Strategies and Cases” Thompson-South Western

7. Shanker, R., "Services Marketing: The Indian Perspective" Excel Books: New Delhi