

University of Mumbai

Thane Sub-Campus



Five Years Integrated BMS-MBA Programme

Six Semesters

Course Structure

Under Credit Based Semester and Grading System

To be implemented from Academic Year- 2016-2017
Progressively

Board of Studies-in-Business Management, University of Mumbai

Five Years Integrated BMS-MBA Programme

Under Credit Based Semester and Grading System

Course Structure

FYBMS

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
1	Core Courses (EC)		1	Core Courses (EC)	
1	Business Organization	03	1	Macro Economic Foundations	03
2	Business Mathematics	03	2	Business Statistics	03
3	Computer Fundamentals and Applications	03	3	Economic & Business Legislations	03
4	Micro Economic Foundations	03	4	Database Management System	03
5	Financial Accounting	03	5	Corporate Accounting	03
2	Ability Enhancement Courses (AEC)		2	Ability Enhancement Courses (AEC)	
2A	Ability Enhancement Compulsory Course (AECC)		2A	Ability Enhancement Compulsory Course (AECC)	
6	Business Communication	03	6	Principles of Management	03
2B	Skill Enhancement Courses (SEC)		2B	Skill Enhancement Courses (SEC)	
7	Foundation Course-I (Environment Management)	02	7	Foundation Course-II (Presentation Skills)	02
Total Credits		20	Total Credits		20

SYBMS

(To be implemented from Academic Year- 2017-2018)

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	<i>Core Courses (EC)</i>		1	<i>Core Courses (EC)</i>	
1	Business Taxation	03	1	Indian Financial System	03
2	Advanced Information Technology	03	2	Indian Business Legends	03
3	Disaster Management	03	3	Computer Networks & Web Development	03
4	Corporate Accounting	03	4	Fundamentals of International Business	03
5	Business Environment	03	5	Company Law	03
6	Cost & Management Accounting	03	6	Research Methodology	03
2	<i>Ability Enhancement Courses (AEC)</i>		2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>		2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
7	Business Etiquettes	02	7	Developing Managerial Skills	02
Total Credits		20	Total Credits		20

TYBMS

(To be implemented from Academic Year- 2018-2019)

No. of Courses	Semester V	Credits	No. of Courses	Semester VI	Credits
1	Core Courses (EC)		1	Elective Courses (EC)	
1	Financial Management	03	1	Advance Management Concepts	02
2	Managerial Economics	03	2	Banking & Operational Management	03
3	Organisational Behaviour	03	3	Marketing Management	03
4	Business Process Outsourcing	03	4	Human Resource Management	03
5	Emotional Intelligence	02	5	Business Ethics Workshop	02
6	System Analysis & Design	02	6	Entrepreneurship & Management of Small & Medium Enterprises	03
3	✓ Project Work		3	✓ Project Work	
6	Project Work I (Operations Management)	04	6	Project Work II (Event Management)	04
Total Credits		20	Total Credits		20

✓ **Note:** Project work is considered as a special course involving application of knowledge in solving/analyzing/exploring a real life situation/ difficult problem. Project work would be of 04 credits. A project work may be undertaken in any area of Elective Courses/ study area selected

Five Years Integrated BMS-MBA Programme

Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2016-2017)

Semester I

No. of Courses	Semester I	Credits
1	<i>Core Courses (EC)</i>	
1	Business Organization	03
2	Business Mathematics	03
3	Computer Fundamentals and Applications	03
4	Micro Economic Foundations	03
5	Financial Accounting	03
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
6	Business Communication	03
2B	<i>Skill Enhancement Courses (SEC)</i>	
7	Foundation Course-I (Environment Management)	02
Total Credits		20

REGULATIONS AND SYLLABUS OF THE B.M.S.-M.B.A. PROGRAMME (To be effective from the Academic
Year 2016-2017)

- R.....:** Admission to the First Year (First and Second Semesters) of B.M.S. - M.B.A. Degree Programme shall be granted on the basis of Common Entrance Test as shall be conducted by the competent authority, provided the student has passed/completed H.S.C. examination in any Faculty of a recognised Board or equivalent qualification with minimum 45% of marks at the qualifying examination. However the above percentage of Marks shall be relaxed by 5% for the students belonging to the reserved categories as per existing rules.
- R.....:** The student migrating from the other Indian Universities to the University of Mumbai seeking admission for 3rd and 4th, 5th and 6th, 7th and 8th or 9th and 10th Semesters of B.M.S.- M.B.A. Programme, on comparing the syllabi in the subjects of his/her previous University and of this programme, and may be required by way of condition to pass in the examinations of this University in such subjects of the lower semesters of B.M.S-M.B.A. which he/she had not passed in the lower classes in the previous University; and also that he/she may be exempted from appearing at the examinations in such subjects of the higher semesters of this programme which he/she had already passed in his previous University.
- R:** The B.M.S.-M.B.A. programme leading to B.M.S.-M.B.A. Degree in Management shall be Ten Semesters Full-time Course.
- R:** Student may be admitted to both the semesters of this programme in every academic year at the beginning of the Academic Year.
- R:** The total intake per batch per College shall be as per the rules prescribed from time to time by the University.
- R:** No student will be admitted to the Semester Examination unless he/she has completed requisite attendance in the given semester as per the University Rules and Regulations.

- R:** The B.M.S.-M.B.A. Degree in either of the Courses in Management will not be conferred upon a student unless the student has passed in or cleared all the papers prescribed for each Semester Examination in accordance with the provisions relating to each Semester examination or has been exempted from appearing at the examinations in some of the papers/subjects of this University in accordance with the provisions of Regulation mentioned hereinabove.
- R:** Performance of the students shall be evaluated by the Examinations as per the examination pattern as shall be regulated by the rules framed by the University from time to time; and also by his/her performance in the Practicals/Papers as per the guidelines issued by the University from time to time.
- R:** The examinations in all the courses/subjects shall be conducted in the following manner:
- a) Theory Examination of the External Component of 75 Marks in every subject/course shall be conducted by the University, and
 - b) Continuous Assessment/Evaluation of the Internal Component of 25 Marks as per the scheme and rules as shall be decided by the University from time to time in every subject/course shall be conducted by the Institution where the student is admitted.
- R:** A student shall be declared "Passed" in the subject/course if he/she has secured minimum 40 marks out the total of 100 marks assigned to the every subject/course. The minimum marks requirement for internal component is 10 marks and external component is 30 marks.
- R:** A student shall be declared "Passed" in the Semester Examination if he/she has passed in all the subjects of that Semester as per the provisions mentioned in the preceding rules.
- R:** If a student fails to "Pass" in all the subjects/courses of both the semesters of a particular Academic Year, he/she will be allowed to keep term of the next consecutive two semesters (*i.e.* next academic year) if he/she has passed in any of the 8 subjects/courses together of both the semesters of the respective academic year.

R: In case a student fails in any of the subject/course, he/she shall be exempted at his/her choice from appearing at the subsequent examinations in any of the subject/course, in which he/she has secured 40% of the total marks in that subject/course at the examination held; so also when the student fails in any of the subject/course he/she shall be exempted from appearing at the Internal or External Component as the case may be of such subject/course if he/she has secured 40% or more marks of such component of the subject in which he/she has to secure such marks so as the total of the marks of the Internal and External Components of that subjects reach to 40% of the marks of that subject/course.

R: For admission to the Semesters 5th and 6th the student must have passed in all the subjects/courses of Semesters 1 and 2 and also 8 subjects/courses of Semesters 3 and 4 taken together.

For admission to the Semesters 7th and 8th the student must have passed in all the subjects/courses of Semesters 1 to 4 and also 8 subjects/courses of Semesters 5 and 6 taken together.

For admission to the Semesters 9th and 10th the student must have passed in all the subjects/courses of Semester 1 to 6 and also 8 subjects/courses of Semesters 7 and 8 taken together.

R: The results of the student appearing at the 4th, 6th, 8th or 10th Semester of 5 years B.M.S. - M.B.A. Course shall not be declared unless and until the student has been declared Passed in all the papers upto 2nd, 4th, 6th or 8th Semester respectively.

R: The syllabi of the various subjects/courses shall be as per the Annexure annexed to these rules.

Five Years Integrated BMS-MBA Programme

Semester I

with Effect from the Academic Year 2016-2017

Core Courses (CC)

1. Business Organization

Unit I

Meaning, scope and evolution of commerce & industry - Industrial Revolution- its effects -Emergence of Indian MNCs & transnational corporations -Recent trends in business world - Globalization & challenges for Indian Business in new millennium.-Business sectors & forms of business organizations- private sector, Cooperative sectors, public sector, joint sector, Services sector, various forms of business Organizations – Sole Proprietorship, Partnership firms, Joint stock companies –their Features, relative merits, demerits & suitabilityBusiness combinations

Unit II

Setting up a New Enterprise-Decisions in setting up an Enterprise – opportunity and idea generation, Role of creativity and innovation, Feasibility study and Business Plan, Business size and location decisions, various factors to be considered for starting a new unit, Relevant Government Policies - SEZ (Special Economic Zone) policy etc.

Unit III

Mergers & acquisitions - mergers in India; Networking, Franchising, BPOs & KPOs, E-commerce, On-line trading, patents, trademarks & copyright-Domestic & Foreign Trade, Organization of wholesale & retail trade - recent trends in wholesale & retailing; Malls and Super Markets – their effect on economy - Organization of finance, transport, insurance Communication & other utilities (services) to trade, import export trade procedure & their organization-Business and Society: Changing Concepts and Objectives of Business, Professionalization, Business ethics, Business and culture, Technological Development and Social Change, Social Responsibility of Business, Social Audit

Suggested Readings:

1. Modern Business Organization by S. A. Sherlekar
2. Industrial Organization Management: Sherlekar, Patil, Paranjpe, Chitale
3. Business Organization and Management ByJallo, Tata McGraw Hill
4. Organizing and Financing of Small Scale Industry By Dr. V. Desai
5. Business Organization and Management By Dr. C. B. Gupta, Publisher Sultan Chand & Co. Delhi

Five Years Integrated BMS-MBA Programme

Semester I

with Effect from the Academic Year 2016-2017

Core Courses (CC)

2. Business Mathematics

Unit I

Theory of Sets- Meaning, Presentation and Equality of Sets; Union, Intersection, Complement and difference of Sets; Venn Diagrams-Arithmetic and Geometric progressions- n^{th} term and sum of series; Sum, Sum of squares and Sum of cubes of natural numbers

Unit II

Functions- Constant, Linear, Quadratic, Polynomial; Indices and Logarithms- Concept- Matrices- Types, addition and multiplication, Meaning of transpose and inverse of a matrix; Results of determinants-Permutations and combinations- Factorial Notation, Principle of Counting; Permutation as Arrangement, Combination as Selection; Basic Applications

Unit III

Interest- Simple Interest and Compound Interest (Annual, Semi-annual, Monthly and Continuous Compounding); Annuity- Concept and Applications; Present Value and Future Value; Applications in Loan Repayment, Interest and Instalments- Differentiation and Integration of standard algebraic functions; Rules of Derivatives: Addition, Multiplication and Quotient

Suggested Readings:

1. Business Mathematics (Sultan Chand): Sancheti, Malhotra, Kapoor
2. Business Mathematics (Vikas Publishing) : Zameerudin, Qazi, Khanna, Bhambri
3. A Textbook of Business Mathematics (Ashish Publishing): Reddy, Reddy, Prakash
4. A Textbook of Quantitative Techniques (Laxmi Publications): Bali, Gupta, Gandhi

Five Years Integrated BMS-MBA Programme

Semester I

with Effect from the Academic Year 2016-2017

Core Courses (CC)

3. Computer Fundamentals and Applications

Unit I

The computer-computer hardware-the CPU-types of memory-I/O devices-storage-Binary System- Computer Software-different types of software

Unit II

Operating system-applications-systems development- The Internet-terminology and concepts- Internet security-web browsers-adjusting basic settings-cookies and cache-

Unit III

Software Packages -Microsoft Word – Mail merge -Microsoft Excel – Formulas, Graphs, Basis statistical formulae-Microsoft Power Point – Creating effective presentations

Suggested Readings:

1. Gill, Nasib: Computer Fundamentals and Internet
2. Rajaraman: Computer Fundamentals (PHI)
3. Saxena: Computer Applications in Management, Vikas Publication

Five Years Integrated BMS-MBA Programme

Semester I

with Effect from the Academic Year 2016-2017

Core Courses (CC)

4. Micro Economic Foundations

Unit I

Introduction-Nature and significance of the study, basic economic problem, concept of Microeconomics and macroeconomics, principles of economics -Demand and Supply Analysis - Concept of demand and determinants of demand, Law of Demand and exception to the law of demand, market demand schedule, law of supply, Concept of Elasticity: Price, Income and Cross Elasticity, Utility: Total and Marginal utility, law of diminishing marginal utility

Unit II

Theory of Production - Production Function, Cost Curves, Total, Average and Marginal Cost, Concept of consumer and producer surplus, Cost and Revenue Analysis - Cost Concepts: Fixed and Variable Costs, opportunity cost, Revenue Concepts: Total Revenue, Average Revenue and Marginal Revenue, Break-Even Analysis

Unit III

Market Structure - Characteristics and equilibrium analysis of different markets- Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

Suggested Readings:

1. L. Lipsey and A. Chrystal, Economics, Oxford University Press, New Delhi.
2. P.A. Samuelson and W.D. Nordhaus, Economics, Tata McGraw Hill, New Delhi.
3. N.G. Mankiw, Principles of economics, Thomson, New Delhi.
4. P.N Chopra, Principles of economics

Five Years Integrated BMS-MBA Programme

Semester I

with Effect from the Academic Year 2016-2017

Core Courses (CC)

5. Financial Accounting

Unit I

Accounting- Meaning, nature, functions and types of accounting, accounting concepts and conventions, Journal, Ledger, Subsidiary Books

Unit II

Trial balance, Rectification of errors, Bank Reconciliation Statement, Preparation of Final Accounts with Adjustments

Unit II

Depreciation Accounting; Concepts and Methods (Straight Line Method and Written Down method only); Receipt and Payments accounts; Income and expenditure Accounts

Suggested Readings:

1. Minaxi Rachchh: Financial Accounting
2. Stayaprasad, Murthy: Financial Accounting
3. Gupta, R.L. & Gupta V.K.: Financial Accounting

Five Years Integrated BMS-MBA Programme

Semester I

with Effect from the Academic Year 2016-2017

2A. Ability Enhancement Courses (AEC)

6. Business Communication

Unit I

Introduction to Communication-Meaning and Definition - Process - Essentials of good Communication - Communication barriers - Types of Communication - Business Letters-Need and functions of business letters - Planning & layout of business letter - Kinds of business; Letters - Drafting of business letters-Enquiries and replies - Placing and fulfilling orders - Complaints and follow-up - Sales letters -Circular letters - Application for employment and resume - Report writing - Notices, Agenda and Minutes of the Meetings - Memos

Unit II

Oral Communication-Meaning, nature and scope - Principles of effective oral communication - Techniques of effective Speech - Media of oral communication (Face-to-face conversation - Teleconferences - Press Conference - Demonstration - Radio Recording - Dictaphone - Meetings - Rumor -Demonstration and Dramatization - Public address system - Grapevine - Group Discussion - Oral report - Closed circuit TV. The art of listening - Principles of good listening

Unit III

Application of Communication Skills-Group Decision-Making - Conflict and Negotiations - Presentation and Interviews - Speeches -Customer Care/Customers Relations - Public Relations (Concept, Principles, Do's and Don'ts etc. to be studied for each type)

Topics Prescribed for workshop/lab

Group Discussion	Mock Interview	Interview
Public Speech	Conflict Situation	Decision-making in a group
Written Communication		

Suggested Readings:

- 1) Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
- 2) Media and Communication Management - C. S. Rayudu - Himalaya Publishing
- 3) Essentials of Business Communication-Rajendra Pal and J.S.Korlhalli- Sultan Chand& Sons
- 4) Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.

Five Years Integrated BMS-MBA Programme

Semester I

with Effect from the Academic Year 2016-2017

2B. Skill Enhancement Courses (SEC)

7. Foundation Course-I

(Environment Management)

Unit I

Introduction - Environment: meaning and composition of environment, Role of environment management, biodiversity conservation, Renewable and non-renewable resources, natural resources, Types of pollution: air and noise, water, soil and marine pollution- causes and effects. Social Issues and Environment- issues related to energy, water conservation, rain harvesting, issues concerning to displacement and rehabilitation of people, Global warming- causes and effects of global warming.

Unit II

Waste Management: - different types, E-waste: A problem to environment, Disaster Management, environment degradation, environment movement, Environmental legislation - Salient Features of Environment Protection Act, forest conservation Act, Kyoto protocol, Environmental Audit: Meaning and benefits, Environment Impact Assessment, sustainable development.

Suggested Readings:

1. Rajagopalan R., Environmental Studies, Oxford University Press, New Delhi.
2. Kaushik Anubha, C.P. Kaushik, Perspective in Environmental Studies, New Age International (P) Ltd. Publishers.
3. Joseph Benny, Environmental Studies, Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Ubaroi, N.K., Environment Management, Excel Books, New Delhi.

Five Years Integrated BMS-MBA Programme

Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2016-2017)

Semester II

No. of Courses	Semester I	Credits
1	Core Courses (EC)	
1	Macro Economic Foundations	03
2	Business Statistics	03
3	Economic & Business Legislations	03
4	Database Management System	03
5	Corporate Accounting	03
2	Ability Enhancement Courses (AEC)	
2A	Ability Enhancement Compulsory Course (AECC)	
6	Principles of Management	03
2B	Skill Enhancement Courses (SEC)	
7	Foundation Course-II (Presentation Skills)	02
Total Credits		20

Five Years Integrated BMS-MBA Programme

Semester II

with Effect from the Academic Year 2016-2017

Core Courses (CC)

1. Macro Economic Foundations

Unit I

Macroeconomics: Concept, Definition, Importance and limitations of Macroeconomics, Difference between microeconomics and macroeconomics, National Income: Meaning of national income, circular flow of national income, National Income Accounting, various concepts of National Income (GNP, GDP, NNP, NDP), Methods for measurement of National income: The census of Product Methods or output method, Census of Income Method and the expenditure or outlay Method, difficulties in measurement of national income.

Unit II

The classical Macroeconomic Theory: Classical theory of employment (Assumption of full employment, Says law of markets, interest and wage rate flexibility), Keynes criticism against classical theory, The Keynesian Macroeconomic Theory: The Principal of effective demand, Aggregate Supply, Aggregate Demand analysis, Consumption function and investment function, Investment Multiplier

Unit III

Commercial and central bank: Meaning of bank, difference between commercial and central bank and function of commercial and functions of central bank, Business Cycle: Meaning and phases of business cycle (the prosperity phase, recession, depression and recovery phase) Inflation: Meaning of inflation, causes of inflation and measures to control inflation, Monetary and fiscal policy: Meaning and objectives, Balance of payment: meaning, structure, equilibrium and disequilibrium of balance of payment.

Suggested Readings:

1. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
2. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.
3. Olivier Blanchard, Macroeconomics, Pearson Education, Inc., 5th edition, 2009.
4. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc., 7th edition, 2011.
5. Macroeconomics by D.M. Mithani (Himalaya Publications).

Five Years Integrated BMS-MBA Programme

Semester II

with Effect from the Academic Year 2016-2017

Core Courses (CC)

2. Business Statistics

Unit I

Introduction - Meaning, Application, Importance and Limitations of statistics, Types of Data collection: primary and secondary, Tabulation and Graphical Presentation: Diagrams and Frequency Distribution

Measures of Central Tendency: Arithmetic mean, median and mode

Unit II

Measures of Variation and Positional Measures: Range, Quartile, Decile, Percentile and Standard Deviation

Correlation and regression - Correlation analysis: Meaning and types, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Regression analysis

Unit III

Time Series Analysis - Meaning and component of time series analysis, Method of least squares, Method of moving averages, Index number - Simple aggregate method, Weighted Index Numbers

Suggested Readings:

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, New Delhi.
2. Gupta S. P & Gupta M.P., Business Statistics, Sultan Chand & sons, Delhi.
3. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
4. Chandan, J.S., An Introduction to Statistical Methods, Vikas Publishing House.
5. Gupta C. B. & Gupta, Vijay-Business Statistics, S. Chand & Co. Delhi.

Five Years Integrated BMS-MBA Programme

Semester II

with Effect from the Academic Year 2016-2017

Core Courses (CC)

3. Economic & Business Legislations

Unit I

Introduction

Administration of law & legal system in India. - Introduction to Law and legal aspects of Business in general.

Indian Contract Act (1872)

- a) Definition (Sec.2)
- b) Essential elements of a valid contract.
- c) Competency to enter in contracts (Sec. 11 & 12).
- d) Consent – Free consent, Coercion, undue influence, fraud, mis-representation, mistake (sec 13-23).
- e) Void Agreement (sec 24-30),
- f) Consequences of breach of contract (sec73-75).

Consumer Protection Act 1986

- a) Definitions, consumer dispute, deficiency, goods, manufacturer, restrictive trade practices, service, unfair trade practices
- b) Central Consumer protection council, State Consumer protection council
- c) Consumer Dispute Redressal Forum & provisions relating to the same.
- d) Drafting of consumer complaint.

Unit II

Negotiable Instrument Act 1881:

- a) Characteristics of Negotiable Instrument
- b) Promissory Notes, Bill of Exchange & Cheque.
- c) Negotiation (sec 46 to 60)
- d) Special rules of evidence.(sec 118 to 122),
- e) Crossing of cheque & dishonour of cheque (sec 138 to 142)

Unit III

Industrial Dispute Act 1947

- a) Definition of Industry, Industrial dispute (Bangalore water supply v/s A. Rajjappa AIR 1978 SC 548) Lay off, Lock out, retrenchment, wages & workmen.
 - b) Provisions relating to strikes & lockouts
 - c) Unfair practices on the part of the employers, trade unions of employees & workmen.
- Competition Act, 2002 : Definition & Sec. 2, 3 & 4
- Information Technology Act 2000 : Introduction & its scope.

Suggested Readings:

1. Bare Acts- Govt. or Private publication
2. Indian contract Act- Mulla
3. Business Law- Gulshan Kapoor
4. Commercial Law including company & industry law- Sen and Mitra

Five Years Integrated BMS-MBA Programme

Semester II

with Effect from the Academic Year 2016-2017

Core Courses (CC)

4. Database Management Systems

Unit I

Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E-R Diagram – Weak Entity Sets – reduction of E-R Diagram to tables-Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.

Unit II

Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multi valued, Join dependencies – Domain – Key Normal form – alternative approaches-Object Oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.

Unit III

Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction – inter query – intra query, intra-operation – interoperation parallelism –distributed databases – distributed data storage – network transparency – Query processing –

Suggested Readings:

1. Bipin C. Desai, An Introduction to Database Systems
2. C.J.Date, An introduction to database systems
3. Gary W.Hansen and James V.Hansen, "Database Management and Design
4. Henry F. Korth and Abraham Silberschatz, S. Sudarshan, Database System Concepts

Five Years Integrated BMS-MBA Programme

Semester II

with Effect from the Academic Year 2016-2017

Core Courses (CC)

5. Corporate Accounting

Unit I

Issue of Bonus shares -Meaning, Sources and Guidelines for the issue of Bonus Shares- Accounting treatment for the issue of bonus shares-Share split- subdivision of shares and conversion of shares into Stock- Buyback of shares -Employee Stock Option Scheme: Meaning Employee Stock Purchase Scheme (Only Theory) -Final Accounts of Companies (Vertical Format Only – Excluding calculation of managerial remuneration)-Amalgamation and Absorption: Accounting for Mergers and Acquisitions (As per Indian Accounting Standard 14)

Unit II

Purchase method and pooling of interest method (excluding Inter Company holding) -Human Resource Accounting: Meaning, Objectives, Benefits and Limitations-Methods of Valuation (Only theory) -Historical Cost-Replacement Cost- Opportunity Cost- Standard Cost and Present Value Method.

Unit III

Inflation Accounting: Meaning, Approaches to Inflation Accounting (Theory Only)
Ratio Analysis and Interpretation (Based on Vertical Form of Financial A/c) including Conventional and Functional Classification Restricted to-

Balance Sheet Ratios:-

i) Current Ratio ii) Liquid Ratio iii) Stock Working Capital Ratio iv) Proprietary Ratio v) Debt Equity Ratio vi) Capital Gearing Ratio

Revenue Statement Ratios:-

i) Gross Profit Ratio ii) Expenses Ratio iii) Operating Ratio iv) Net Profit Ratio v) Net Operating Profit Ratio vi) Stock Turnover Ratio

Combined Ratios:-

i) Return on Capital employed (Including Long Term Borrowings)

Suggested Readings:

1. Corporate Accounting 5th Edition by Dr. S.N.Maheshwari& Dr. S.K. Maheshwari
2. Advanced Accountancy – II (Corporate Accounting), 18th Edition by S.P.Jain& K. N
3. Financial Accounting – Principles & Practices by Jawaharlal and Seema Srivastava.
4. Corporate Accounting – by A. Mukherjee & M. Hanif

Five Years Integrated BMS-MBA Programme

Semester II

with Effect from the Academic Year 2016-2017

2A. Ability Enhancement Courses (AEC)

6. Principles of Management

Unit I

Introduction to Management: Meaning-Concept-Importance and Nature of Management-Elements and Levels of Management-Functional Areas of Management-Management and Business Environment: The changing role of Business Environment-Types of Environment and their influence on management.-Development of Management Thought: Different Approaches to Management- 1. Classical 2.Functional 3.Behavioral 4.Human Relations 5.Contingency and 6.Operational Approach. Recent trends in Management, Breakthrough Management

Unit II

A. Functions of Management: a. Planning- Meaning, features-Importance, limitations of Planning- Types, Planning premises, steps in planning process. B. Management by Objectives: Meaning Concept, Definition, Characteristics, Objectives, The MBO Process, advantages and Limitations. Organizing: Meaning, importance, nature, principles, steps in organizing process-Staffing, meaning, definition, importance and process-Types of organization structure.

Unit III

Directing-Meaning, purpose, need, elements of directing-Motivation, meaning, definition, importance, techniques and theories of motivation-Leadership, meaning, importance, types of leadership, leadership styles and theories-Communication, Meaning, importance, types, process, barriers to communication, overcoming the barriers and essentials of communication system. Controlling: Meaning, concept, definitions, steps in control process, techniques and types of control, requirements of an effective control system. Management in Future: Management challenges and tasks. Skills needed by managers in future-Changes in managerial functions and evolving new managerial systems.

Suggested Readings:

1. Brech, E. F.L., Principles and practice of Management, London: Pitman, 1972.
2. Dassgupta, A., Business and Management in India, new Delhi: Vikas, 1974.
3. Davis, Raplh C., The fundamentals of Top Management, New Delhi:Allied, 1975

Five Years Integrated BMS-MBA Programme

Semester II

with Effect from the Academic Year 2016-2017

2B.Skill Enhancement Courses (SEC)

7. Foundation Course-II

(Presentation Skills)

Unit I

Interpersonal Communication: Concept, Principles-Public Speaking and Presenting: Meaning, Definition, Dos and Don'ts, Techniques, 6 "I"s -Presentation Design and Layout: Creating and delivering effective audio-visual presentations-Stage Fright during Presentation: Meaning, Strategies to overcome stage fright-Preparing Presentation Report-Listening Skills: Meaning, Types of Advantages, Barriers to effective listening, Strategies for enhancing effective listening skills

Unit II

Effective Telephonic communication for business calls: Guidelines for attending the call, transferring the call and taking messages-Negotiation skills: Meaning, Elements, Basic principles, Types, Process / Steps of business negotiation, Barriers to effective business negotiation-Resume Building-Group Discussions: Meaning, Ingredients / important considerations for having a good GD- Interviews: Meaning, Types, and Guidelines to fare well in Interviews

Suggested Readings:

1. Presentation Skills: The Essential Guide For Students – Patsy McCarthy and Caroline Hatcher – Sage Publication
2. Public Speaking for Success – Dale Carnegie
3. Effective Communication & Public Speaking – S.K. Mandal
4. Excellence in Business Communication – Thill
5. Business Communication – Pradhan & Thakur

Five Years Integrated BMS-MBA Programme

Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Semester III

No. of Courses	Semester III	Credits
1	<i>Core Courses (EC)</i>	
1	Business Taxation	03
2	Advanced Information Technology	03
3	Disaster Management	03
4	Corporate Leadership	03
5	Business Environment	03
6	Cost & Management Accounting	03
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
7	Business Etiquettes	02
Total Credits		20

Five Years Integrated BMS-MBA Programme

Semester III

with Effect from the Academic Year 2017-2018

Core Courses (CC)

1. Business Taxation

Unit I

Taxation: Basic Concepts and Definitions under IT Act: Assessee- Previous year- Assessment year- Sources of income- Heads of income- Gross total income- Total income- Tax Evasion- Tax avoidance- Tax planning- Residential Status and Incidence of Tax Residential status of all persons except company- Incomes which do not form part of Total Income- Agricultural Income Definition- Determination of agricultural and non-agricultural Income.

Unit II

Profits and Gains from Business and Profession- Capital Gain Meaning and types of capital assets- Income from Other Sources Basic concepts - Income of other Persons included in Assessee's Total Income Remuneration of spouse- Income from assets transferred to spouse and Son's wife, income of minor- Set off and Carry Forward of Losses - Deductions from Gross Total Income Basic concepts, deductions u/s 80C, 80CCC, 80CCD, 80CCE, 80CCF, 80D, 80DD, 80DDDB, 80E, 80G, 80GG, 80GGA, 80GGC, 80U - Computation of Total Income and Tax Payable- Rate of tax applicable to different assesses - Computation of tax liability of an individual and firm

Unit III

Tax Management- Provision for Filing of Return Date of filing of return, relevant forms of return- different types of returns- Advance Tax- When liable to pay- due dates and computation of advance tax (excluding Corporate assesses) - Interest u/s 234A, 234B, 234C, (simple problems on interest) - TDS from salary- lottery- horse racing- interest on securities- Difference between tax management- tax evasion and tax avoidance - Double taxation- Service Tax.

Suggested Readings:

1. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.
3. Kanga, J. B. and Palkhivala, N. A., Income Tax, Bombay, N. M. Tripathi.
4. Singhania, V.K. Direct Taxes: Law and Practices. Delhi, Taxman.
5. Srinivas E. A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.

Five Years Integrated BMS-MBA Programme

Semester III

with Effect from the Academic Year 2017-2018

Core Courses (CC)

2. Advanced Information Technology

Unit I

Introduction to Computers: Hardware - Software - Systems Software, Application Software and Packages - Introduction to Embedded Software-Fundamentals of operating system- Windows-Unix/Linux.

Unit II

Introduction to World Wide Web - Internet operations- Emerging communication technologies

Software Packages-Microsoft Word – Mail merge- Microsoft Excel – Formulas, Graphs, Basic statistical formulae; Microsoft Power Point – Creating effective presentations; Microsoft Access - Introduction to DBMS concepts- creating a database- Basic queries.

Unit III

Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet

HTML – Home page designing for each student using Microsoft FrontPage

Pedagogy - Practical usage recommended with hands on exposure for students and faculty on Computers

Suggested Readings:

1. Rajaraman, V. (2004). Introduction to Information Technology. PHI.
2. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.
3. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications.
4. Ram, B. (2003). Computer Fundamentals. New Age Publications

Five Years Integrated BMS-MBA Programme

Semester III

with Effect from the Academic Year 2017-2018

Core Courses (CC)

3. Disaster Management

Unit I:

Introduction and Overview: Meaning of Environment and Ecosystem, Concept and Need for Environment Management, Meaning and Categorisation of Disasters, Importance of Disaster Management, Disaster Management Cycle, Cloud classification and formation, 'El Nino', 'La Nina', Energy budget of the earth, River meandering and formation of Ox-bow Lake

Unit II:

Natural Disasters: Earthquakes, Landslides, Snowslides (Avalanche), Volcanic Eruptions, Drought, Famines, Flood, Storms, Cyclones, Hurricanes, Typhoons, Tornadoes, Tsunami, Heat Waves and Cold Waves, Blizzards, Wildfires and Bushfires, Land and Soil Degradation. Manmade, Biological and Technological Disasters: Wars and Terrorism, Travel Accidents, Industrial Accidents like Fires, Nuclear Power Accidents, Hazardous Materials and Toxic Emission, Environmental Pollution, Global Warming, Population Explosion, Epidemics

Unit III:

Relief Operations: Saving Victims, Conducting Medical Relief Operations, Rehabilitation
Proactive Measures: Planning for Disaster Management, Local Disaster Management Cell, Business Recovery Plan, Safety Management, 5 'R's of Environment Sustainability

Suggested Readings:

1. Disaster Management – M.M. Sulphey – Prentice Hall
2. Citizen's Guide to Disaster Management – Satish Modh – Macmillan India Ltd.
3. Industrial Safety Management – L. M. Deshmukh – Tata McGraw Hill
4. Disaster Management – Harsh K. Gupta – Orient Blackswan
5. William H. Dennen and Bruce R. Moore, WCB Publishers

Five Years Integrated BMS-MBA Programme

Semester III

with Effect from the Academic Year 2017-2018

Core Courses (CC)

4. Corporate Leadership

Unit I

Introduction: Meaning of Corporate, Concept of Vision, Mission and Values-Leadership: Definition, Meaning, Need (Importance)-Leader: Definition, Meaning and Functions-Influence – The Core of Leadership: Concept, Elements, Techniques of Influencing-Are Leaders Born or Made?-Leaders v/s Managers or Leadership v/s Management

Unit II

Styles of Leadership: Autocratic (Authoritarian), Democratic (Participative), Laissez-Faire (Free-rein), Bureaucratic, Charismatic, Transactional, Transformational, People-oriented (Relationship / Expressive), Task-oriented (Productivity / Instrumental)-Theories of Leadership: Trait Theory, Behavioural Theories (Ohio State University Studies, The University of Michigan Studies), Contingency Theories (Paul Hersey and Kenneth Blanchard's Situational Theory, Path-Goal Theory, Fred Fiedler's Contingency Theory) Likert's Four Styles, Robert Blake and Jane Mouton's Managerial Grid-Types of Leaders: Positive Leaders, Negative Leaders, Consensual Leaders, Formal Leaders, Informal Leaders, Servant Leaders, Innovative Leaders, Thought Leaders, Visionary Leaders, Level Five Leaders

Unit III

Motivation: Concept, Types, Motivational Strategies-Morale Building: Concept, Advantages of High Morale, Indicators of Low Morale-Directing: Concept, Principles, Steps (Process), Techniques of Directing, Issuing Orders or Communicating Expectations within a Team, Characteristics of a Good Order-Feedback and Feed forward: Concept, Types, Process, Advantages-Leading Positive Change: Meaning, Framework-Role of Leaders in Crisis Management-Case Examples of Leaders

Suggested Readings:

1. Leadership – Daft, Richard L. – Cengage Learning India Pvt. Ltd.
2. Leadership – Saxena and Awasthi – Prentice Hall
3. Leadership and Management – Dr. A. Chandra Mohan – Himalaya Publishing House
4. Principles of Management – T. Ramasamy – Himalaya Publishing House
5. Principles of Management – Rupal Jain, Richa Jain – Himalaya Publishing House

Five Years Integrated BMS-MBA Programme

Semester III

with Effect from the Academic Year 2017-2018

Core Courses (CC)

5. Business Environment

Unit I

Business-meaning, definition and nature of business, Introduction to Business Environment - Meaning, scope and importance, Types of business environment: internal and external, Micro Environment and macro environment, Environment scanning and monitoring, Assessing risk in Business environment: SWOT analysis, PESTLE and Porter's model

Unit II

Business and Economy - Types of economies: Capitalist, socialist and mixed economy, Economic growth and Economic Development, Circular flow of economy, Industrial Policies, large and small scale industries, problems faced by small scale industries, Emerging Sectors of Indian Economy Foreign Direct Investment - Importance and limitations of foreign investment, Inflation: Meaning, types, causes and measures to check inflation, Monetary and fiscal policy: Concept and objectives

Unit III

Unfair trade practices – Concept of Unfair trade practices and Legislation for unfair trade practices, Monopoly and Restrictive Trade Practices (MRTP) Act, Consumer Protection Act. Business Ethics: Meaning, Role of business ethics in business economy, Business & Society: Business & social responsibility, corporate social responsibility, International Environment – WTO, Globalization, MNCs

Suggested Readings:

1. Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill; M.G. Velasquez, Business Ethics: Concept & Cases
2. Mishra & Puri, Indian Economy, Himalaya Publishing House, New Delhi
3. Economic Environment of Business – M. Adhikary, Sultan Chand & Sons.
4. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, New Delhi.
5. Morrison J, The International Business Environment, Palgrave

Five Years Integrated BMS-MBA Programme

Semester III

with Effect from the Academic Year 2017-2018

Core Courses (CC)

6. Cost and Management Accounting

Unit I

Terminology of cost – Cost classification by elements, variability, cash flow etc., Preparation of cost sheet

Methods of costing – with special reference to job costing, process costing, services costing

Distinction & Relationship among Financial Accounting, Cost accounting & Management Accounting

Unit II

Marginal costing (Break – even analysis), Computation of break – even point, margin of safety, Applications of Break even analysis to export pricing, profit planning, make v/s buy, operate v/s shut down

Unit III

Budgetary Control – Functional Budgets, Cash Budgets, Master Budgets – Flexible Budgeting – Zero based Budgeting – Responsibility & Performance Budgeting

Responsibility Accounting – cost centres, profit centres & investment centres; Transfer pricing, Use of responsibility accounting in performance evaluation

Suggested Readings:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers (Taxmann)

Five Years Integrated BMS-MBA Programme

Semester III

with Effect from the Academic Year 2017-2018

2A. Ability Enhancement Courses (AEC)

7. Business Etiquettes

Unit I

Etiquettes: Meaning - Definition - Need - Advantages - Limitations; Why is it important to follow etiquettes in business situations?

Globalisation & Etiquettes; Various socio cultural situations requiring particular etiquette and behaviour to be followed; Importance of Training & Development in improving Etiquettes & Image of an Organisation, Management and Individuals

Unit II

Communication & Role of Communication in Etiquettes- Soft Skills & How to develop them; Public Speaking, Group Discussions & Interview Facing [Practical Exposure along with Theoretical Training]

How to formulate Effective yet Polite Mails, Written Communications, Memos, Digital Media Posts & Promotions etc.

Pedagogy: Role plays, demonstrations, Case Studies / Presentations etc.

Suggested Readings:

1. Business Ethics, Crane & Matten OUP
2. Corporate Governance Mallin, OUP
3. Its only Business, Mitra, OUP
4. Values and Ethics for Organizations, Chakraborty, OUP/OIP
5. Perspectives in Business Ethics, Hartman, Chatterjee

Five Years Integrated BMS-MBA Programme

Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Semester IV

No. of Courses	Semester IV	Credits
1	<i>Core Courses (EC)</i>	
1	Indian Financial System	03
2	Indian Business Legends	03
3	Computer Networks & Web Development	03
4	Fundamentals of International Business	03
5	Company Law	03
6	Research Methodology	03
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
7	Developing Managerial Skills	02
Total Credits		20

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Semester IV

with Effect from the Academic Year 2017-2018

Core Courses (CC)

1. Indian Financial Systems

Unit I

Financial System- Meaning, Components, Functions; Meaning and Types of Financial Institutions, Markets, Instruments and Services; Structure of Financial Markets, Debt Market and Equity Markets- Meaning, Structure and Functions; Financial System and Economic Development; Indicators of Financial Development

Unit II

Equity Market- Primary Market: Types of Issues, IPO process; Pricing of issues- Book Building vs Fixed Price Method, RHP- Meaning; Secondary Market: Stock Exchanges and Indices; International Stock Exchanges; Trading and Settlement in Stock Markets; Factors affecting Stock Prices; Growth of Equity Culture in India

Money Market- Instruments- Definition, Issuers, Purpose; Debt Market- Role, Participants, Regulatory Framework, Market for Government / Debt Securities in India

Unit III

Banking- Regulatory Framework, Role of Banks; Commercial Banks, Development Banks and NBFCs; Recent developments in Commercial Banking including Management of NPAs, Capital Adequacy Norms

Financial Services- Mutual Funds, Insurance, Lease Finance, Credit Rating, Merchant Banking, Venture Capital - Introduction and Functions of each

Suggested Readings:

1. Khan, Indian Financial Systems, 6th edition, Tata McGraw Hill
2. Saunders, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill
3. Financial Markets: A Beginners' Module, Workbook from NSE
4. Mutual Fund: A Beginners' Module, Workbook from NSE
5. Gurusamy, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill

Five Years Integrated BMS-MBA Programme

Semester IV

with Effect from the Academic Year 2017-2018

Core Courses (CC)

2. Indian Business Legends

Unit I

Business: meaning, overview, evolution and Indian context; Leadership and motivation; Are leaders born or made, Indian systems of business, trade and commerce; What it takes to succeed in India: its unique structure / requirements / needs.

Unit II

Family business in India; Why certain communities / states do well in India as business entrepreneurs? Various Indian business leaders who have redefined the Indian business scenario over the years: their biographies / life / struggles, how were they overcome, success stories.

Unit III

Startup culture in India; Indian businesses successful overseas; Traits of successful Indian business legends; Women entrepreneurship in India: overview, what issues / problems Indian women face as business persons.

Pedagogy: Practical including studies / research / assignments to be undertaken by students on lives of successful Indian business legends.

Suggested Readings:

1. Chary, S.N., Business Gurus Speale, McMillan Indian Ltd., New Delhi
2. Jayaraman, P., Management Icons, Excel Books, New Delhi
3. Pandit, Srinivas, Exemplary CEOs, Tata McGraw Hill, New Delhi
4. Piramal, Gita, Business Legends, Penguin Books, New Delhi
5. Piramal, Gita, Business Maharajas, Penguin Books, New Delhi

Five Years Integrated BMS-MBA Programme

Semester IV

with Effect from the Academic Year 2017-2018

Core Courses (CC)

3. Computer Networks and Web Development

Unit I

Introduction to Information Security: Definition - Secrecy and Confidentiality - Accuracy, Integrity and Authenticity - Security Threats - Vulnerabilities, Threats and Countermeasures - Firewall - Planning and Administration - Security information Management-Ethical Hacking of Computer network, system and application - Malicious Code, Mobile Code & Denial Of Service attack - Information Security Assessment Process - Network Stalking and Fingerprinting - Cracking the Shadow and Administrator - Privilege Escalation - Wireless Security and Review - Spyware and Phishing.

Unit II

Security Policy and Awareness - Information Infrastructure –Access Control Overview - Identification and Authentication Techniques - Access Control Administration - Access Control Working Process Attacks and Monitoring: Monitoring - Intrusion Detection - Penetration Testing - Methods of Attacks- Access Control Compensations - Security Testing Working Process- Auditing - Monitoring - Monitoring Tools and Techniques – Penetration Testing Techniques - Inappropriate Activities - Indistinct Threats and Countermeasures – IT Act - ISO 27000 –Knowledge society-from data to information to knowledge- Drivers of knowledge management Intellectual capital- Evaluation and strategic alignment Infrastructural development and deployment- Leadership, measurement and refinement- Role of CKO-Analyzing business environment-knowledge audit and analysis – designing KM team – creating KM system blue print- implementation- capture –store and sharing-

Unit III

Definition – Computer based user machine system – Activities subsystems-Operating elements – Physical components – Processing functions – Outputs – MIS support for decision making – Structured programmable decisions – Unstructured non-programmable decisions – MIS structure based on management activity and Organizational functions – Synthesis of MIS structure -Computer Networks: Overview of Computer Network, Types of computer networks -Network topologies, Components of computer networks Internet: Overview of Internet, Architecture & Functioning of Internet, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

Suggested Readings:

1. Computer Networks by Andrew S. Tanenbaum.
2. Computer and communication networks by Nader F Mir –Prentice Hall Pub.
3. Fundamentals of Information Technology by Leon (Vikas)

Five Years Integrated BMS-MBA Programme

Semester IV

with Effect from the Academic Year 2017-2018

Core Courses (CC)

4. Fundamentals of International Business

Unit I

Overview: International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness- Financial Perspectives- International monetary systems and financial markets, IMF, World Bank, IBRD, IFC, IDA, existing international arrangements; Globalization and foreign investment- Introduction FDI, national FDI policy framework, FPI, Impact of globalization.

Unit II

Globalization- Technology and its impact, Enhancing technological capabilities, Technology generation, Technology transfer, Diffusion, Dissemination and spill over, Rationale for globalization, Liberalization and Unification of World economics, International Business theories, Trade Barriers- Tariff and Non Tariff Barriers.

Unit III

Strategy making and international business- Structure of global organizations, Types of strategies used in strategic planning for achieving global competitive advantage, Meaning, Concept and scope of distinctive competitive advantage, Financial Integration, Cross border merger and acquisitions- Socio cultural Environment- Managing Diversity within and across cultures, Country risk analysis- Global Human Resource Management- Motivating employees in the global context and managing groups across cultures

Suggested Readings:

1. International Business by Joshi (Oxford Publications)
2. Goldsmith, Arthur A; Business Government Society, Erwin Book Team.
3. Berry, Brian J L, Edgar C Conkling & D Michael Ray; The Global Economy in Transition, Prentice Hall International Ltd.

Five Years Integrated BMS-MBA Programme

Semester IV

with Effect from the Academic Year 2017-2018

Core Courses (CC)

5. Company Law

Unit I

Meaning of Company, essential characteristics, Forms of Corporate and non-Corporate Organizations & their-role, functions and accountability of companies-Incorporation, Memorandum of Association - various clauses -Articles of Association - binding force alteration - its relations with memorandum of association - doctrine of constructive notice and indoor management exceptions, Prospectus, Promoters - position - duties and liabilities - Directors - position - appointment - qualifications, vacation of office - removal, resignation - powers and duties of directors - managing directors and other managerial personnel, Meetings - kinds procedure – voting.

Unit II

Shareholders: Shares - general principles of allotment statutory restrictions - role of public finance institutions - relationship between transferor and transfers - issue of shares at premium and discount, Shareholder, Share capital - kinds - alteration and reduction of share capital - further issue of capital - conversion of loans and debentures into capital duties of court to protect the interests of creditors and shareholders'-Dividends, Debentures, Borrowing Powers: Dividends - payment - capitalization of bonus shares, Audit and accounts, Borrowing - powers - effects of un authorised borrowing - contracts by companies, Debentures –

Unit III

Majority rule: Protection of minority rights, Prevention of oppression and mismanagement, who can apply - when can he apply, powers of the court and of the Central Government- Other Allied Aspects: Private companies - nature advantages conversion into public company foreign companies, government companies, holding and subsidiary companies, Investigations– Powers, Reconstruction and amalgamation, Defunct Companies. National company Law Tribunal, powers and functions-Winding Up: Winding up - types - by court - reasons - grounds - who can apply -procedure, powers of liquidator - powers of court consequences of winding up order- voluntary winding up by members and creditors winding up subject to supervision of court-Winding up proceedings: appointment of liquidator, powers and duties of official liquidator; Liability of past members - payment of liabilities - preferential payments, unclaimed dividends - winding up of unregistered company.

Suggested Readings:

1. Avatar Singh: Company Law, Eastern Book Company, Lucknow
2. Anantha Raman, lectures on company Law, Wadhwa and Company
3. Kailash Rai, Company Law , Allahabad Law Agency, Allahabad

Five Years Integrated BMS-MBA Programme

Semester IV

with Effect from the Academic Year 2017-2018

Core Courses (CC)

6. Research Methodology

Unit I

Fundamentals of Research: Introduction to research & research methods, Meaning, Objectives, Role of MR, Applications of MR in marketing, Significance, Types of Research- Basic, Applied, Descriptive, Historical, Exploratory, Experiential, Ex-Practo Factor, Case study approach. Approaches to research- Qualitative Approach- Inferential, Experimental, Simulation. Qualitative Approach- Ethnographic, Phenomenological, Field research

Unit II

Importance of research in management decisions- Marketing Research, Government policies and economic system, Social relationship, Planning and operational problems of research in business. Research Process, Features of good research, Research design -Types of research design- Exploratory, Descriptive, Casual. Process of Data collection -Primary data - Observation, Interview, Questionnaire, Interview schedule, Secondary data- Internal Sources, External Sources. Data Processing.

Unit III

Hypothesis: meaning, importance, types, Formulation & testing hypothesis, Chi-square test, correlation co-efficient, regression analysis. Sampling- Types of samples -Probability Sampling: Cluster sampling, stratified sampling, multi-stage sampling, Non-Probability Sampling: Purposive sampling, Quota Sampling, Convenience sampling. Data analysis & Interpretation, Z Test, T test, Paired t test, Chi square test. Report writing

Suggested Readings:

1. Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
2. Business Research Methodology by T N Srivastava and ShailajaRego, Tata Mcgraw Hill Education Private Limited, New Delhi
3. Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
4. Research Methodology, Methods and Techniques by C.R Kothari
5. Research Methodology by Dr Vijay Upagude and Dr ArvindShende

Five Years Integrated BMS-MBA Programme

Semester IV

with Effect from the Academic Year 2017-2018

2A. Ability Enhancement Courses (AEC)

7. Developing Managerial Skills

Unit I

Manager: Meaning, Definition, Functions, Managerial Roles by Henry Mintzberg; Skills and Skill Development: Concept; Management Skills: Meaning, Types; Leadership and Management Skills Organized by the Competing Values Framework; Developing Self Awareness: Concept, Five Core Areas; Managing Stress: Concept, Types, Signs and Symptoms of Stress, Strategies to overcome and manage Stress; Decision Making and Problem Solving: Concept, Process, Approaches of Decision Making, Types of Decisions

Unit II

Gaining Power and Influence: Concept, Types of Power, Strategies, Model of Power and Influence; Managing Conflicts: Concept, Types of Conflicts, Conflict Resolution Strategies; Empowerment: Concept, Dimensions, Power v/s Empowerment; Delegation of Authority: Concept, Process (Steps), Advantages, Disadvantages; Building effective Teams and promoting Teamwork: Concept, Framework for Management Skills for High Performing Teams; Fostering Motivating Environment: Guidelines for Managers; Dealing with VUCA (Volatility, Uncertainty, Complexity, Ambiguity): Concept, Strategies

Suggested Readings:

1. Developing Management Skills – David Whetten and Kim Cameron – Pearson Education
2. Basic Managerial Skills for All – E.H. McGrath – Prentice Hall
3. Personality Development – Elizabeth Hurlock – Tata McGraw Hill
4. Principles of Management – T. Ramasamy – Himalaya Publishing House

Five Years Integrated BMS-MBA Programme

Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2018-2019)

Semester V

No. of Courses	Semester I	Credits
1	<i>Core Courses (EC)</i>	
1	Financial Management	03
2	Managerial Economics	03
3	Organizational Behaviour	03
4	Business Process Outsourcing	03
5	Emotional Intelligence	02
6	Systems Analysis and Design	02
2	<i>Project Work</i>	
7	Project Work - I (Operations Management)	04
Total Credits		20

Five Years Integrated BMS-MBA Programme

Semester V

with Effect from the Academic Year 2018-2019

Core Courses (CC)

1. Financial Management

Unit I

Introduction, Objectives of Financial Management, Scope and Functions of Financial Managers, Profit V/s Wealth Maximization and Agency Costs; Time Value of Money: Present Value, Future Value, Present Value of Annuity, Future Value of annuity
Capital Budgeting Decisions, Nature of Investment Decisions, Investment Evaluation Criteria: NPV, IRR, Profitability Index, Payback Period and Accounting Rate of Return, Cost of Capital: Meaning, Significance and Factors Affecting Cost of Capital

Unit II

Capital Structure Theories: Concept of Value of Firm, Factors Determining Capital Structure, Financial Distress; Leverages: Meaning, Types and Significance
Dividend Policy: Definition and Types of Dividends, Determinants of Dividend Policy, Rights and Bonus Shares

Unit III

Working Capital Management - Significance of Working Capital Management, Components of Working Capital, Factors Determining Requirement of Working Capital, Types of Working Capital
Objectives of Inventory Management and Types of Inventory; Motives for Holding Cash, Objectives of Cash Management, Costs and Benefits of Accounts Receivable, Concept of Factoring

Suggested Readings:

1. Khan, M. Y. and Jain P. K., (2012), Financial Management
2. Pandey I.M, (2010), Financial Management
3. Prasanna Chandra, (2012), Financial Management: Theory and Practice

Five Years Integrated BMS-MBA Programme

Semester V

with Effect from the Academic Year 2018-2019

Core Courses (CC)

2. Managerial Economics

Unit I

Definitions of Managerial Economics – Scope and Application in Business; Roles & Responsibilities of Managerial Economist

Three problems of economic organisation, central concepts of economics; Elements of demand and supply (Law, Schedule and Curves)

Unit II

Theory of Consumer Choice- Marginal utility theory, Cardinal and Ordinal Concepts of Utility; Budget Constraint, Indifference curves and Consumer's Equilibrium; Marginal Rate of Substitution; Price effect, substitution effect, income effect for normal, inferior and giffen goods

Unit III

Theory of production- Production Function, Law of Diminishing Returns; Isoquant Curves, Isocost Line and Producer's equilibrium; Marginal Rate of Technical Substitution; Law of Returns to Scale

Market failures – Externalities and Public Policy; Types of Goods- Rival and Excludable
Consumer surplus, Producer Surplus; Market efficiency- Welfare and dead weight loss, basic applications

Suggested Readings:

1. H.Criag Peterson, W.Cris Lewis : Managerial Economics (Pearson)
2. Paul G.Keat and Philit Y.Yound: Managerial Economics (Pearson)
3. D.M.Mithani: Managerial Economics (Himalaya)
4. Suma Damodaran : Managerial Economics (Oxford)
5. D.N. Dwivedi: Managerial Economics (Vikas)

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Semester V

with Effect from the Academic Year 2018-2019

Core Courses (CC)

3. Organizational Behaviour

Unit I

Introduction to Organisational Behaviour (OB): Definition, Meaning, Evolution, Importance, Foundations of OB, Contributing disciplines to OB, Approaches to OB, Challenges.- Organisational Structure and Design: Concept, Importance, Key Factors, Types-Personality: Meaning, Determinants, Traits and Types of Personality, The Big Five Model of Personality Dimensions, Myers-Briggs Type Indicator (MBTI)-Perception: Concept, Factors influencing Perception, Biases affecting Perception, Perceptual Process-Learning: Concept, Theories, Styles

Unit II

Attitudes and Values: Concepts, Components (ABC Model) of Attitude, Sources of Attitude Formation, Functions of Attitudes, Effects of Attitude at Work Place, Work-related Attitudes, Types of Values-Group and Team Dynamics: Concept, Types of Groups, Stages of Group Development, Concept, Types, Advantages, Issues of Teams, Groups v/s Teams, Effective Teamwork / High Performance Teams-Conflict Management: Concept, Stages, Types of Conflicts, Conflict Resolution Strategies

Unit III

Power and Politics: Concept, Sources of Power, Concept of Organisational Politics, Political Behaviour Activities and Tactics, Effects of Politics on Work, Employees and Organisation, Strategies to Avoid or Mitigate Political Behaviour-Organisational Culture: Concept, Characteristics determining the Nature of Culture, Sources of Culture Formation-Change Management: Concept, Nature, Causes, Process of Change, Kurt Lewin's Force Field Theory and Change Model, Meaning, Sources of Resistance to Change-Organizational Development (OD): Concept, Characteristics

Suggested Readings:

1. Organisational Behaviour – K. Aswathappa – Himalaya Publishing House
2. Understanding Organisational Behaviour – Udai Pareek – Oxford University Press
3. Organizational Behavior – Stephen Robbins – Pearson
4. Organizational Behavior – Fred Luthans – McGraw Hill Education
5. Organisational Behaviour – L. M. Prasad – Sultan Chand & Sons

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Semester V

with Effect from the Academic Year 2018-2019

Core Courses (CC)

4. Business Process Outsourcing

Unit I:

Meaning of Business, Meaning of Process, Meaning of Outsourcing-Business Process Outsourcing (BPO): Meaning, Definition, Brief History, Scope (Elements), Levels, Pros and Cons, (Challenges, Risks) and BPO Drivers-Reasons for Outsourcing business processes-Identifying the Phases of Outsourcing: Offshoring, Onshoring, Nearshoring- BPO Company: Structure, Working in BPOs and Skills required-Contact Centres (Call Centres): Types, Working and Component, Call Centres v/s BPOs-Steps in Identifying and Selecting the BPO Opportunity

Unit II:

Making the Outsourcing decision-Issues to be aware of Outsourcing in the International arena -Developing an Outsourcing Plan-Strategic Sourcing: Meaning, Benefits, Types, Steps in establishing Sourcing Strategy-Strategic Outsourcing: Meaning, Benefits, Steps in developing Outsourcing Strategy-Outsourcing Life-Cycle

Unit III:

Steps to Select the Right Outsourcing Vendor-Outsourcing Functions: Manufacturing, Human Resources (HR), Call Centre and Help Desk, Financial Services, Knowledge Process Outsourcing (KPO), Marketing, Administration and Facilities, Information Technology (IT), - Training Teams for Process Improvements

Suggested Readings:

1. Business Process Outsourcing – K. Shridhara Bhat – Himalaya Publishing House
2. Outsourcing Success: The Management Imperative – Alpesh B. Patel and Hemendra Aran – Palgrave Macmillan
3. Business Process Outsourcing: The Competitive Advantage – Click Rick L and Thomas N. Duening – John Wiley & Sons, Inc.
4. The Outsourcing Handbook: How to Implement a Successful Outsourcing Process – Mark J. Power, Kevin C. Desouza, Carlo Bonifazi – London and Philadelphia
5. The Outsourcing Revolution: Why It Makes Sense and How to Do It Right – Michael F. Corbett – Dearborn Trade Publishing, A Kaplan Professional Company

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Semester V

with Effect from the Academic Year 2018-2019

Core Courses (CC)

5. Emotional Intelligence

Unit I

Emotions and the tripartite brain, emotional competencies, Executive EQ, emotions and enneagrams, Rational emotive therapy, Transformation, Measuring emotional intelligence, emotions and childhood, role of emotions, emotions and attitudes
Individual and organizational learning: Theories of learning, learning processes, Kolb's learning styles, how to create a learning organization

Unit II

Emotional intelligence - Fundamentals of Emotional intelligence, the emotional competence framework, benefits of Emotional intelligence
Managerial effectiveness- Challenges faced by organizations and expectations from practicing managers; Improving effectiveness- Understanding organizational goals, Creativity, Optimizing resources, execution skills (PDCA cycle)

Suggested Readings:

1. Coleman: Emotional Intelligence
2. Alder: Quick Fix your Emotional Intelligence
3. Travis Bradberry, Jean Greaves, and Patrick M. Lencioni: Emotional Intelligence 2.0

Five Years Integrated BMS-MBA Programme

Semester V

with Effect from the Academic Year 2018-2019

Core Courses (CC)

6. System Analysis & Design

Unit I

Definition of a System, Common characteristics of systems, Types of Systems, B. Data and Information, Types of Information, Management Structure, Requirement of Information at different Levels of Management, Functional Allocation of Management, Requirements of Information for Various Management Functions, System Attributes, Properties & Characteristics-Overview of Attributes, Properties and Characteristics, Elements of a System, Understanding System Performance, System Characteristics Organization, Interaction, Interdependence, Integration-The Architecture of Systems- Service - level requirements, Characteristics of a system and its architecture, Understanding System Element Entity Relationships, Types of relationships, Logical and physical entity relationships-The Systems Development Life Cycle (SDLC)-System Design-Objectives of system design, Constraints, System Implementation, System evaluation, System modification, Structured Design, Modularization, Modular design, Input Design, Objectives of input design, Input stages, Input screen, Layout terminal screen, Designing of online input display screen, Output Design, Design of printed output, Design of screen output, Form Design, What is a form?, Classification of forms, Requirements of forms design, Form Control-System Development Methodologies

Unit II

System Analysis-Problem Definition, Information Requirements, Information gathering tools, Tools of Structured Analysis, Data Flow Diagrams, Data Dictionary, Advantages of data dictionary, Types of data dictionaries, File Organization, System Testing, Types of System Testing - System Implementation Plan, Training methods, Conversion methods, Post implementation review, Activity Network for Conversion Forms and displays conversion, Combating Resistance to Change, Hardware/Software Selection, Procedure for selection, Make v/s buy decision, Criteria for software selection, Characteristics of the software packages-Data Oriented Systems Design-E - R Model, Relationships Cardinality and Participation, Normalizing Relations, Various Normal Forms and their need, B. Object Oriented Systems Modeling-Classes, Inheritance, Polymorphism, Some Cases of Object Oriented System Modeling-Project Team Skills and Roles-Skills and Roles of a Project Team, Business Analyst, Systems Analyst, Infrastructure Analyst, Change Management Analyst, Project Manager-System Analysis and Design in the era of Electronic Commerce.

Suggested Readings:

1. Jha: Systems Analysis and Design
2. Valacich, Grogger, Hoffer: Essentials of Systems Analysis and Design
3. Jain, V.K.: System Analysis and Design

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Semester V

with Effect from the Academic Year 2018-2019

7. Project Work-I

(Operations Management)

Unit I

Introduction to Operations Management - Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems –quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi-Types of Industries – Variety of Businesses – Integration of Manufacturing & Services – Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method

Unit II

Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout-Importance and Functions of Production Planning & Control; Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM)

Unit III

Maintenance Management - Importance and types of maintenance - Maintenance Planning - Spare Parts Management – Concept of TPM.

Inspection - Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control – Construction & Interpretation of Control Charts – (X-R, n, p, c, np) Introduction to Six Sigma, (Numericals expected for Control Charts)- Gap analysis for service quality assessment.

Unit IV

Productivity - Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping - Work Measurement - Elements - Performance Rating - Allowances - Standard Time - Synthetic Time Standards - Work Sampling (Numericals expected for Standard Time) -Lean Production Systems – TOYOTA system – JIT - KANBAN - Theory of Constraints

Suggested Readings:

1. Stevenson William: Operations Management
2. Bhat: Operations Management
3. Ashwathappa, Bhat: Production and Operations Management

Five Years Integrated BMS-MBA Programme

Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2018-2019)

Semester VI

No. of Courses	Semester I	Credits
1	Core Courses (EC)	
1	Entrepreneurship & Management of Small & Medium Enterprises	03
2	Banking & Operational Management	03
3	Marketing Management	03
4	Human Resource Management	03
5	Business Ethics Workshop	02
6	Advance Management Concepts	02
2	Project Work	
7	Project Work - II (Event Management)	04
Total Credits		20

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Semester VI

with Effect from the Academic Year 2018-2019

1. Entrepreneurship & Management of Small & Medium Enterprises

Unit I

Entrepreneur and Entrepreneurship: Meaning, Definition; Importance / Advantages, Evolution, Growth and Theories of Entrepreneurship; Concept of Intrapreneur; Characteristics and qualities of Entrepreneurs; Factors influencing Entrepreneurial development; Problems and Challenges faced by Entrepreneurs and Managing them; Concept of Entrepreneurial Development Programme (EDP); Options available to Entrepreneurs – Ancillarisation, Franchising, Outsourcing; Social Entrepreneurship and NGOs – Meaning and Importance

Unit II

Entrepreneurial Project Development: Idea generation – Sources and Methods, Identification and classification of ideas, Innovation and Creativity, Environmental Scanning and Feasibility Studies, Preparation of Project Plan, Components of an ideal Business Plan – by functional areas; Project appraisal; Government policies to promote Entrepreneurship in India

Unit III

Micro, Small and Medium Enterprises: Meaning, Definition and Importance, Policies governing MSMEs, Funding for MSMEs – Requirement of Capital (Fixed and Working), Sources of Finance, Government Incentives, Facilities and Concessions for MSMEs

Suggested Readings:

1. Entrepreneurship and Management of Small and Medium Enterprises – Mascarenhas – Vipul Prakashan
2. Fundamentals of Entrepreneurship – K. K. Patra – Himalaya Publishing House
3. Entrepreneurship – Need of the Hour – Dr. Hattangadi – Himalaya Publishing House
4. Dynamics of Entrepreneurial Development Management – Vasant Desai – Himalaya Publishing House
5. Entrepreneurial Development in India – Sami Uddin – Mittal Publication

Five Years Integrated BMS-MBA Programme

Semester VI

with Effect from the Academic Year 2018-2019

2. Banking and Operational Management

Unit I: Indian financial System, Banking System in India, Financial sector reforms in India, RBI – role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking-Operational Aspect of commercial banks in India, Relationship between Banker and customers,

Unit II: Types of customer a/c, Cheques, Endorsement, Presentment, Dishonor, Rights and liabilities of Paying and collecting Banker, Time Value of money – calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortization-Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and purchasing, ancillary Services of the Bankers.

Unit III: Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset – liability management in commercial Banks, Basel norms.

Suggested Readings:

1. JaiswalBimal: Banking Operations Management
2. K C Shekhar: Banking Theory & Practice
3. Principles & Practices of Banking: Indian Institute of Banking & Finance (IIBF)

Five Years Integrated BMS-MBA Programme

Semester VI

with Effect from the Academic Year 2018-2019

3. Marketing Management

UNIT-I

Introduction: Concept, nature, scope and importance of marketing-Marketing mix; Strategic marketing planning -Market Analysis and Selection- Marketing environment – macro and micro components and their impact on marketing decisions-Market segmentation and positioning-Buyer behavior; consumer versus organizational buyers; Consumer decision making process-Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process-Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

UNIT-II

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling-sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

UNIT-III

Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations-Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

Suggested Readings:

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.

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Semester VI

with Effect from the Academic Year 2018-2019

4. Human Resource Management

Unit I:

Introduction and Overview: Concept, Features, Objectives, Importance, Scope, Evolution of HRM, Personnel Management v/s HRM, Traditional HRM v/s Strategic HRM, Challenges of HRM-Policy Manual: Concept of Policy and Policy Manual, Advantages-Job Analysis: Concept, Process, Advantages, Methods, Components: Job Description (JD) and Job Specification, Designing a JD-Job Design: Concept, Steps, Factors affecting Job Design, Techniques: Job Simplification, Job Rotation, Job Enlargement, Job Enrichment, Self-directed or Empowered Teams, High Performance Work Design-Job Evaluation: Concept, Process, Significance, Methods-Human Resource / Manpower Planning: Concept, Process, Advantages, Limitations

Unit II:

Recruitment and Selection: Concept, Process, Internal and External Sources of Recruitment, Types of Tests and Interviews in Selection Process, Recruitment v/s Selection-Job Changes: Transfers, Promotions, Demotions, Separations -Performance Appraisal: Concept, Advantages, Limitations, Traditional and Modern Methods of Performance Appraisal, Concept of Performance Management System, Performance Appraisal v/s Performance Management System, Concept, Objectives of Potential Appraisal-Training: Concept, Advantages of Training, On-the-Job and Off-the-Job Methods of Training, Induction, Requirements of a successful Training Programme, Steps in a Training Process, Designing a Training Programme, Evaluation of Training Effectiveness-Executive / Management Development: Concept, On-the-Job and Off-the-Job Methods of Management Development, Training v/s Development

Unit III:

Career Planning: Concept of Career, Career Planning and Career Development, Advantages, Steps, Stages in Career Development Cycle-Compensation Management: Base and Supplementary Components of Remuneration (Wages, Salary, Fringe Benefits, Incentives, Perquisites, Non-monetary Benefits), Factors determining Wage Rates, Essentials of a good Compensation Package-Employee Welfare: Concepts of Employee Welfare, Health and Safety, Social Security, Grievance Redressal and its Procedure, Employee Participation-New Trends in HRM

Suggested Readings:

1. Human Resource Management – K. Aswathappa – Himalaya Publishing House
2. Human Resource Management – VipulPrakashan
3. Human Resource Management – Gary Dessler – Pearson Education
4. Human Resource Management: Text and Cases – V. S.P. Rao – Excel Books
5. Human Resource Management – Snell BohlanderVohra – Cengage Learning
6. Human Resource Management – David Lepak& Mary Gowan

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Semester VI

with Effect from the Academic Year 2018-2019

5. Business Ethics Workshop

Unit I

Ethics- Meaning and Theories; Ethical Dilemmas and Decision Making; Individual Ethics, Morality and Judgement; Introduction to Business Ethics- Meaning and Importance; Purpose of Corporation

Ethics in the Global Context- Nature of Differences across Geographies, Concept of Ethical Relativism; Management of Global Ethical Issues; Corporate Social Responsibility

Practical Training – Personal Ethics and Values, Case Study- Indian / Global Context

Unit II

Stakeholder Management; Primary Stakeholders of Business- Common Ethical Issues; Employees- Diversity, Affirmative Action, Whistle-blowing, Sexual Harassment; Customers- Issues in Pricing, Advertising, Product Safety; Shareholders and Corporate Governance; Secondary Stakeholders of Business- Government, Media, NGOs;

Information Technology and Ethics- Data Privacy and Security Issues; Business, Environmental Ethics and Sustainability

Practical Training – Case Presentations and Discussions for Emerging Issues, Study on a Business Firm/ Unit

Suggested Readings:

1. Business Ethics- Parboteeah & Cullen (Routledge)
2. Business Ethics- Kumar and Tripathi (Himalaya)
3. Values and Ethics for Organisations- Chakraborty (Oxford)

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Semester VI

with Effect from the Academic Year 2018-2019

6. Advanced Management Concepts

Unit I

Recent trends in Management- Social and ethical responsibilities of Management, Multiculturalism, Management by Objectives (MBO), Global Environment- concept of globalization, effects and challenges of globalization, international Management- Japanese and US management practices-Strategic Management- nature of strategy and strategic management, strategic management process, importance and limitations of strategic planning, BCG Matrix. Change management: Concept of change, change as a natural process, Importance & Causes of change. Learning organization: Meaning, features, benefits, barriers to learning organization, conflict and stress management

Unit II

Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle- Total Quality Management (TQM), Business process reengineering (BPR), BPR in Indian Industry-Information Technology and its impact on management, Management Information System (MIS).

Suggested Readings:

1. Doede Keuning, Management: A Contemporary Approach, Prentice Hall
2. Harold Koontz & Heinz Weirich -Management, a Global and Entrepreneurial Perspective, Tata McGraw -Hill Publishing Company – New Delhi. 2008.
3. Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" Tata McGraw-Hill Publishing Co Ltd
4. Gregory Bounds, Beyond Total Quality Management, McGraw-Hill, 1994.

Five Years Integrated BMS-MBA Programme

Semester VI

with Effect from the Academic Year 2018-2019

7. Project Work-II (Event Management)

Unit I

Concept of event Management, Event Marketing, 5 G's of Events, Event Designing, Relative Importance of Events as a Marketing Communication Tool, The Diverse Marketing Needs Addressed by Events, Brand Building, Focusing the Target Market, Implementation of Marketing Plan, Relationship Building, Creating Opportunities for Better Deals with Different Media, Events and the Economy, Facets of Event Management, Set Objectives for the Event, Negotiating Contracts with Event Organizers, Locating Interaction Points, Preparing the Company's Staff for the Event, Post-event Follow-up Event Organizers Targeting Clients, Selecting Event Categories to Serve, Selecting and Contracting with Other Key Elements in Chosen Categories. Venue: In-house Venue, External Venue

Unit II

Marketing of Event Concept of Market in Events, Revenue Generating Customers, Nonrevenue Generating Customers, Segmentation and Targeting of the Market for Events, Event Property, Benefit Levels, Event Hierarchy, Categories and Variations of Events, Categories of Events and their Characteristics, , Reach-interaction Matrix, Event Variations, Concept of Pricing in Events, Risk Rating, Setting Pricing Objectives in Tune with Marketing and Business Strategies, Understanding Local Legislation and Tax Laws, Feedback from the Market, Skills Required for Negotiating the Best Price, Validation against Pricing Objectives, A thorough assessment of the internal systems and overheads.

Unit III

Activities in Event Management Networking Components, Activities in Event Management, Pre-event Activities, During-event Activities, Post-event Activities, Planning, Organizing, Staffing, Leading and Coordination, Controlling Management Information System, Setting Objectives, Development of the Strategic Market Plan, Environmental Assessment, Competitive Assessment, Gaining Competitive Advantages, Business Potential, Assessment, Market Attractiveness, Business Strengths.

Unit IV

Strategies of Event Management Strategic Approach, Critical Success Factor Analysis, Strategic Alternatives Arising from Environmental Analyses, , Venture Strategy Strategic Alternatives Arising from Defined Objectives, PREP Model, Risk versus Return Matrix, Forms of Revenue Generation, The Basic Evaluation Process, Establishing Tangible Objectives and Sensitivity in Evaluation, Measuring Performance, Concept Research, Formative Evaluation, Objective Evaluation, Summative Evaluation Correcting deviations, Critical Evaluation Points.

Suggested Readings:

1. Tallon, A.F. Fashion Marketing and Marchandising, 3rd ed., Sequoia Books, 1986.
2. Panwar, J.S. Marketing in the New Era, Sage Publications India Pvt. Ltd., 1998.
3. Avvich, Barry, Event and Entertainment Marketing Delhi, Vision Books 1994

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Scheme of Evaluation

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 25 %

Question Paper Pattern

(Internal Assessment- Courses without Practical Courses)

Sr. No.	Particular	Marks
1	Internal Test	10 Marks
2	Project / Presentation /Assignment	10 Marks
3	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern

(Internal Assessment- Courses with Practical Courses)

B) Semester End Examination: 75 %

- i) Duration: The examination shall be of 2 ½ Hours duration
- ii) Theory question paper pattern
 - There shall be five questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

Question Paper Pattern **(Theoretical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Answer the questions in 2/3 lines. To be asked 07 To be answered 05	15 Marks
Q-2	Full Length Question OR	15 Marks
Q-2	Full Length Question	15 Marks
Q-3	Full Length Question OR	15 Marks
Q-3	Full Length Question	15 Marks
Q-4	Full Length Question OR	15 Marks
Q-4	Full Length Question	15 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

Note:

Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Semester VII

No. of Courses	Semester I	Credits
1	<i>Core Courses (EC)</i>	
1	Operational Research	03
2	Corporate Strategy	03
3	Management Information System	03
4	Public Relations & Corporate Image	03
2	<i>Specialization Courses (Major)</i>	
5	Specialization Major -I	04
6	Specialization Major -II	04
3	<i>Specialization Courses (Minor)</i>	
7	Specialization Minor -I	04
Total Credits		24

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Specialization Courses Major

Sr. No	Finance	Credit	Sr. No	Marketing	Credit
1.	Financial Instruments and Markets	04	1.	Integrated Marketing Communication	04
2.	Corporate Finance	04	2.	Services Marketing	04
Sr. No	Human Resource Management	Credit	Sr. No	International Business Management	Credit
1.	Strategic Human Resource Management	04	1.	International Human Resource	04
2.	Training and Development	04	2.	Multinational Strategic Management	04

Specialization Courses Minor

Sr. No	Finance	Credit	Sr. No	Marketing	Credit
1.	Financial Instruments and Markets	04	1.	Integrated Marketing Communication	04
Sr. No	Human Resource Management	Credit	Sr. No	International Business Management	Credit
1.	Strategic Human Resource Management	04	1.	International Human Resource	04

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1. Operational Research

Unit I

Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations Assignment Problem Concepts, Formulation of Model-Transportation Problem (TP)- Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check-Linear Programming (LP)- Concepts, Formulation of Models-Simplex Algorithm-Use of Slack /Surplus / Artificial Variables-Duality Principle - Primal /Dual Inter-relation-Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints-Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems.

Unit II

Network Analysis-Minimal Spanning Tree Problem - Shortest Route Problem-Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem-Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project-Jobs, Events - Arrow -Diagrams - Time Analysis and Derivation of the Critical Path-Queuing (Waiting-line) Models-Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel-Inventory Models-Types of Inventory Situations-Fixed Quantity/Fixed Review Period-Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break

Unit III

Digital Simulation-Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions-Application to Problems in Queuing, Inventory, New Product, Profitability, Maintenance etc.- Replacement and Maintenance Models-Replacement of Items Subject to Deterioration and Items Subject Random Total Failure-Game Theory - Concepts - 2 – person-N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games

Suggested Readings:

- Gupta &Khanna: Quantitative Techniques for decision making(Prentice Hall India)
- Introduction to Operations Research – Gillett – McGraw Hill Publications
- Operations Research, Methods & Problems – Sasieni M. & others

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(To be implemented from Academic Year- 2017-2018)

2. Corporate Strategy

Unit I

Corporate Strategy- Nature and importance; Strategic management Process; Corporate, business and functional level strategy- Meaning and characteristics

Environmental Analysis & Diagnosis: Analysis of company's external and internal environment - Impact on organizational policy; Michael Porter's 5-forces model, Competitive Advantage and Core Competence, Michael Porter's Value Chain Analysis

Unit II

Competitive Strategy: Perspectives to competition- Industry and Strategic group; Miles and Snow's Typology, Michael Porter's Generic Competitive Strategies, Implementing competitive strategies- offensive and defensive moves

Unit III

Growth Strategies - Integration, Diversification, Mergers and Acquisitions, Franchising, Licensing and Joint Ventures

Strategic Analysis and Choice: Gap analysis and Portfolio analysis – BCG and GE matrix, Grand Strategy selection matrix; Factors affecting choice of strategy

Suggested Readings:

- Corporate Strategy - Richard Lynch
- Strategic Management And Business Policy- Azhar Kazmi
- Strategic Management: Cases - Fred David

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

3. Management Information Systems

Unit I

Management and Systems- Advance in Management, The process of MIS Development, MIS Organization, Information Dynamics

Planning- Design and Implementation of MIS, IS Strategic Planning, MIS Design - Gross Design Concepts, Detail Design Concepts, MIS Implementation, Acquiring Information Systems: Contemporary Approaches

Unit II

System Life Cycle- Information Flow, Entity Relationship Modeling, Data Modeling, Detailed Process Analysis, Data Flow Diagrams, Decision Making with MIS- System Concepts for MIS, Data, Information and Communication, Problem Solving and Decision Making

Unit III

IS Security, Control System Success and Failure

The Future Trends in MIS- The Emerging IT Trends, Electronic Data Interchange, Objected Oriented Approach, Networking (Information System Highway), Extended Enterprise Systems, Managing International Information Systems

Suggested Readings:

- K.C. Laudon and J.P. Laudon "Management Information Systems: Managing the Digital Firm" Prentice Hall, 2007.
- Sadagopan S "Management Information System" Prentice Hall India (PHI)
- Oke Jayanta "Management Information System" Nirali Publications

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(To be implemented from Academic Year- 2017-2018)

4. Public Relations and Corporate Image

Unit I

Public Relations: Meaning, Nature and Scope of PR, Organization of Public Relations Department within the company and its functioning

Open System Model of Public Relations, Public Opinion: Factors influencing formation of Attitudes, Opinion change - Governors, Role of opinion leaders, Principles of persuasion

Unit II

Corporate Relations: Public Relations with the Government, Employee Relations, Media & Press Relations, Financial Public Relations, Distributor & Dealer Relations, Supplier Relations, Consumer Relations, Community Relations

Tools & Media for PR: Internet & Intranet, newspapers, magazines, radio & TV, periodicals for internal & external communication, publicity, advertising, special events in public relations, campaigns.

Unit III

Public Relations Process: Defining the PR problem, Planning & programming, Action communication strategy, evaluating the program.

Crisis management and Public Relations: Nature of crisis faced by organizations, Role of PR in managing crisis and improving image post crisis.

Suggested Readings:

- Textbook of Public Relations and Corporate Communications - Parvati Mahalanobis
- Handbook of Public Relations and Communication - Philip Lesley
- Public Relations: Principles and Practices (Oxford) - Iqbal Sachdeva

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Finance Specialization Courses Major/Minor

Financial Instruments and Markets

Unit I

Introduction to Financial Market in India, Functions of the Financial Sector, Integration with Global Financial Markets, Types of Financial Markets- Money Market and Capital Market; Primary and Secondary Market, Equity and Debt Market- Role of each

Unit II

Stock Markets- Primary Market- Types of Issues, Process of Raising Capital in the Primary Market, Method and Pricing of Issue; Secondary Markets- Stock Exchanges and Stock Indices in India, Stock Exchange Mechanism (Online Trading and Settlement, Pricing, Automated Lending and Borrowing), Players on the Stock Exchange (Investors, Speculators, Market Makers, Bulls, Bears, Stags), Role of FIIs, MFs and Investment Banks in the Stock Market

Unit III

Debt Markets- Introduction to Money Market and Debt Capital Market, Differences between the two; Fixed Income Securities- Features , Types - Money Market Instruments, Government Securities, Corporate Bonds, Bonds issued by FIIs - characteristics of each instrument; Debt Market in India

Unit IV

Mortgage Market- Primary and secondary mortgages, Participants in the Mortgage Market, Securitisation and its Process, International Trends in Securitisation, Analysis of the Subprime Crisis and the global financial meltdown

Suggested Readings:

- Financial Institutions and Markets- Bhole, Mahakud
- Fundamentals of Financial Instruments- Parameswaran
- India's Financial Markets- Shah, Thomas, Gorham

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¹
(To be implemented from Academic Year- 2017-2018)

Finance Specialization Courses Major

Corporate Finance

Unit I

Introduction to Corporate Finance- Types of Financial Management decisions, Goal of Financial Management, Role of Financial Manager, Agency Problem

Time Value of Money- Concept, Future Value and Compounding, Present Value and Discounting, Discounted Cash Flow Valuation

Unit II

Financial Statement Analysis- Understanding Income Statement, Balance Sheet and Cash Flow, Computing and Interpreting Financial Ratios, Conducting Trend analysis and Du Pont analysis

Sources of Finance for Corporations- Equity- Ordinary and Preference Shares, Private Equity; Debt- Bank Finance, Corporate Bonds, Senior, Mezzanine and Subordinate Debt, Convertible Loans and Warrants

Unit III

Capital Structure- Cost of Capital and its Computation, Leverage- Financial Leverage and Operating Leverage, Impact of Leverage on Financial Decisions, Optimal Capital Structure and its Determinants, M&M Proposition

Dividend Policy- Types of Dividend, Dividend Policy Decisions, Impact of Dividend and Pay-out Policy

Unit IV

Short Term Financial Planning and Management- Working Capital and its Determinants, Meaning of Operating Cycle and Cash Cycle, Inventory Management Techniques – Optimal Inventory Ordering, Credit management and components of Credit Policy

Suggested Readings:

- Principles of Corporate Finance- Brealey, Myers, Allen
- Corporate Finance: Theory and Practice- Damodaran
- Corporate Finance- Jhabak

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(To be implemented from Academic Year- 2017-2018)

Marketing Specialization Courses Major/Minor

Integrated Marketing Communications

Unit I

Concept and Process of Integrated Marketing Communications (IMC)-Elements of IMC-Advertising - Sales Promotion - Publicity - Personal Selling - Direct marketing and direct response methods - Event Management - E-Commerce - Corporate Communication-
- Public Relations - Media relations-Community relations- Industrial relations- Government relations - Employee relations

Unit II

IMC Message Design: AIDA model – Considerations for creative idea visualization- Media Management – Media Process – Media Jargons – Media Buying-Strategies and execution

Unit III

Suppliers in IMC: Hoarding Contractors/Printers etc.-Ad. Agency- Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning

Unit IV

Ethics and social responsibility in IMC campaigns- Evaluating Marketing Communication Programmes

Suggested Readings:

- Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI, 2002
- Advertising Management – Rajeev Batra, John G. Myers & David A Aaker- PHI
- Foundations of Advertising Theory & Practice- Chunawalla & Sethia- Himalaya Publishing

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Marketing Specialization Courses Major

Services Marketing

Unit I

Introduction- meaning of services- unique characteristics-, service sector, classification of services, growth of service sectors and service industries- myths encountered in services-need for service marketing- Services Marketing Mix and Gaps Model- Introduction-7Ps of service marketing-service gaps framework- perceived service quality- models of service marketing- Service Design and Service Delivery

Unit II

Need for segmentation of services- segmentation strategies in service marketing-need for targeting and positioning of services-Positioning Through Pricing Strategies-Service Differentiation Strategies- Consumer Behavior in Services Marketing - Service Costs Experienced by Consumer - Concept of Customer Delight -Types of New Service Development and its Stages-Types of new services- Stages in new service development-Service Costs Incurred by the Service Provider-service Blue Printing

Unit III

Customer Defined Service Standards-Concept of Service Leadership and Service Vision-Meeting Customer Defined Service Standards-Service Flexibility Versus Standards- Evaluate Strategies to Match Capacity and Demand-Managing supply- Lack of Inventory Capability- applications of Features of Integrated Service Marketing-Integrated Marketing Communication for Service- Integrated Service Marketing Mix- Developing an effective and efficient service marketing system-Integration of service quality measures and managing quality-

Unit IV

Service Marketing in e-Commerce and e-Marketing-Telemarketing Services-Service Marketing Research for Global Markets and Rural Markets-Innovations in Services Marketing-Ethical Aspects in Service Marketing - Importance of CRM- -concept of Lifetime Customer and Customer Loyalty-Benefits and difficulties of CRM -Customer Development Process-customer Retention-Customer satisfaction-Importance of customer retention-Customer Retention Strategies- types of Relationship Management-

Suggested Readings:

- Services Marketing by Jayanta Chatterjee Pearson Publication
- Services Marketing by Zeithmal McGraw Hill publications
- Services Marketing in Indian Context By R Srinivasan PHI

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Human Resource Specialization Courses Major/Minor

Strategic Human Resource Management

Unit-I

HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning

Unit-II

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices

Unit-III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

Unit-IV

Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring.

Suggested Readings:

- Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
- Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.
- Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Human Resource Specialization Courses Major

Training and Development

Unit I

Introduction to human resource development. Motivation & Performance. Training and Development- Objectives; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

Unit II

Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA. Traditional training methods E-learning and use of technology in training. Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills,

Unit III

Competency modeling and mapping, Designing Training and Development Programs: Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing.

Unit IV

Training evaluation. Reasons for evaluating Training and development programs, Problems in evaluation; Management Development. Planning & Organizing conferences, seminar etc Training Audit. Emerging Trends in Training and Development: Gamification, team training and six sigma training; Training and development initiatives of some selected companies from private and public sectors and MNCs.

Suggested Readings:

- Effective Training Systems, Strategies and Practices P. Nick Blanchard, James W Thacker second edition Pearson Education
- Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)
- Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

International Business Specialization Courses Major/Minor

International Human Resource Management

Unit I

Introduction: The Enduring Context of IHRM , The Organizational Context of IHRM Chapter, IHRM: Sustaining the International Business Operations

Unit II

Recruiting and Selecting International Staff , Training and Development of International Staff , International Compensation

Unit III

Performance Management for International Staff , Repatriation and Knowledge Management, The Transfer of Employment Practice across Borders

Unit IV

Industrial Relations , IHRM Trends and Future Challenges

Suggested Readings:

- P.L.Rao “International Human Resource Management: Text & Cases”, Excel Books
- Sengupta & Bhattacharya “International Human Resource Management” Excel Books
- Dowling, Festing & Engle “International Human Resource Management”, Thomson

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(To be implemented from Academic Year- 2017-2018)

International Business Specialization Courses Major

Multinational Strategic Management

Unit I

Nature and dimensions of multinational strategic management; domestic versus international strategic management; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate culture on international strategy.

Unit II

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross-border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management.

Unit III

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

Unit IV

Risk strategies in multinational management; global capital structure decisions; international investment strategy; minimizing taxation burden; transfer pricing techniques; managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

Suggested Readings:

- Cullen John B., Multinational Management – A Strategic Approach, South-Western, Ohio.
- Sindhvani Trilok N., The Global Business Game – A Strategic Perspective, MacMillan, New Delhi
- Daniels John D. et.al., International Business – Environment and Operations, Pearson
- Education, New Delhi

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Semester VIII

No. of Courses	Semester I	Credits
1	<i>Core Courses (EC)</i>	
1	Logistics & Supply Chain Management	03
2	Labour Legislations	03
3	Cross Cultural Management	03
4	Corporate Governance	03
2	<i>Specialization Courses (Major)</i>	
5	Specialization Major -I	04
6	Specialization Major -II	04
3	<i>Specialization Courses (Minor)</i>	
7	Specialization Minor -I	04
Total Credits		24

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Specialization Courses Major

Sr. No	Finance	Credit	Sr. No	Marketing	Credit
1.	Security Analysis and Portfolio Management	04	1.	Consumer Behaviour Analysis	04
2.	Mergers, Acquisitions and Corporate Restructuring	04	2.	Customer Relationship Management	04
Sr. No	Human Resource Management	Credit	Sr. No	International Business Management	Credit
1.	Labour & Industrial Laws	04	1.	Export Management	04
2.	Performance Management	04	2.	Foreign Exchange Management	04

Specialization Courses Minor

Sr. No	Finance	Credit	Sr. No	Marketing	Credit
1.	Security Analysis and Portfolio Management	04	1.	Integrated Marketing Communication	04
Sr. No	Human Resource Management	Credit	Sr. No	International Business Management	Credit
1.	Labour & Industrial Laws	04	1.	Export Management	04

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(To be implemented from Academic Year- 2017-2018)

1. Logistics & Supply Chain Management

Unit I

Introduction: Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.

Unit II

Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanban systems of inventory management

Unit III

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics – distribution and warehousing management- Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management

Suggested Readings:

- G. Raghuram (I.I.M.A.)- Logistics and supply chain management, Macmillan, 2000
- Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore, 1999.
- B.S. Sahay, Macmillan – Supply Chain Management, 2000, (Pearson Education, 2004)

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(To be implemented from Academic Year- 2017-2018)

2. Labor Legislations

Unit I

The Factories Act, 1948- Object and salient feature of the Act, Worker's health, Worker's Welfare, Working hours of adults, Employment of young person. The Trade Unions Act, 1926- Object and Salient features of the Act, Definition, Registration of Trade Union, Position of Unregistered and recognized Trade Union, Rights of Registered Trade Union, Liabilities of Registered Trade Union, Amalgamation of Trade Union, Dissolution, Role of Judiciary in safeguarding the rights of workmen, The Trade Union (Amendment) Act, 2001.

Unit II

The Payment of Wages Act, 1936- Object and salient features of the Act., Responsibility for Payment of Wages, Wage period and time of payment of wages, mode of payment, Deductions which may be made from wages, Contracting Out, Authorities under the Act. The Bonded Labour System (Abolition) Act, 1976- Aims and objection of the Act, Constitutional and legal provisions, Liability to repay bonded debt to stand extinguished, Property of bonded labour to be freed from mortgage, Freed bonded labourer not to be evicted from homestead, Authorities for implementing the provisions of the Act.

Unit III

The Minimum Wages Act, 1948- Object and salient feature of the Act., Procedure for fixing and revising minimum wages, Exemption of employer from liability in certain cases. Contracting Out The Equal Remuneration Act, 1976- Object and salient features of the Act. Equal Remuneration to men and women, No discrimination to be made while recruiting men and women workers, Advisory Committee, Power of appropriate Government to appoint authorities for hearing and deciding claims and complaint

Suggested Readings:

- G.M. Kothari, A Study of Industrial Law
- S.N.Mishra, Industrial and Labour Law
- V.G. Goswami, Industrial and Labour Laws
- S.K. Puri, Industrial and Labour Laws

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(To be implemented from Academic Year- 2017-2018)

3. Cross Cultural Management

Unit I

Understanding Culture: Introduction, Key Concepts, Determinants of Cultural Identity

Unit II

Frameworks for Mapping the Culture & Studies of National Culture- Geert Hofstede, Clyde Kluckhohn, TE Hall

Unit III

Implications for Management Theory and Practice- Adjusting to the New Culture, Cultural Relativity of Management Theory, Competencies for Global Manager

Suggested Readings:

- Marie Joelle Browaeys “Understanding Cross Cultural Management”, Pearson
- N.K Singh “Eastern & Cross Cultural Management”, Springer
- Shobhana Madhavan “Cross Cultural Management: Concepts & Cases”, Oxford

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(To be implemented from Academic Year- 2017-2018)

4. Corporate Governance

Unit I

Introduction – Concept of corporate governance, need for corporate governance, issues in corporate governance, corporate governance mechanism, corporate social responsibility, obligation to society, investors, employee, customers, Board of Director – Composition and role of Board of Directors, legal aspects and liabilities, functions and duties of the board, committees of the board, role of independent directors

Unit II

Financial Disclosures – Code of corporate governance, accounting standards and disclosures, financial disclosure norms and practices, role of audit committee, SEBI and Government

Unit III

Contemporary Issues – Corporate governance in banks, role of trustees, Cadbury Report, Greenbury Report, CII's recommendations

Suggested Readings:

1. Baxi, C V, Corporate Governance, Excel Books
2. Gopalaswamy, Corporate Governance, New Age International Pvt. Ltd.
3. Swami, Parthasarthy, Corporate Governance, Biztantra, New Delhi

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Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2017-2018)

Finance Specialization Courses Major/Minor

Security Analysis and Portfolio Management

Unit I

Investment- Meaning and Features, Different Investment Avenues, Investors and their Types- Speculators, Investors and Gamblers; Need for Investment Analysis and Portfolio Management Return and Risk- Expected and Realised Return, Risk and Measurement of Risk, Types- Systematic and Unsystematic, Market Risk, Credit Risk, Currency Risk; Risk-Return Trade off Efficient Market Hypothesis- Concept of Efficiency, Three forms of EMH- Weak, Semi-strong and Strong

Unit II

Security Analysis Approaches- Fundamental Analysis: Use of EIC (Economic Industry Company) Framework for Security Analysis, Expected direction of movement of stock prices with various macroeconomic variables in the Indian context, Industry Analysis- Classification of Industries in India, Company Analysis- Financial Statement Analysis, Share Valuation- Dividend Discount Model- Constant growth, Two-stage growth, Valuation using P/E, EV/EBITDA multiples
Technical analysis: Meaning, Difference between technical and fundamental Analysis, Introduction to Technical Charts, Trends and Patterns

Unit III

Valuation of Fixed Income Securities- Bonds and its Types, Yield- Nominal Yield, Current Yield, Yield to Maturity/ Put/ Call; Yield Curve- Meaning and shape of yield curve (Steep, flat and inverted yield curves), Types of Risk - Interest Rate and Reinvestment Risk

Unit IV

Portfolio Management- Portfolio Risk and Return and their Measurement, Markowitz Portfolio Model- 2 asset portfolio, Efficient Portfolio and Efficient Frontier, Capital Asset Pricing Model and its Application- Concept of Beta, Systematic and Unsystematic Risk

Suggested Readings:

- Security Analysis and Portfolio Management- Pandian
- Security Analysis and Portfolio Management- Fischer and Jordan
- Security Analysis and Portfolio Management- Kevin

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Finance Specialization Courses Major

Mergers, Acquisitions and Corporate Restructuring

Unit I

Introduction to Mergers and Acquisition- Meaning, Motives behind M&A, Types of mergers, Advantages and Disadvantages of M&A, Evaluation of M&A opportunities, Synergy and Value Creation in M&A

Unit II

Processes in M&A- Valuation Approaches- Methods of Valuation; Legal and Regulatory Framework in M&A, Takeover- Types and Defences against takeover bids, Post-merger integration- Aspects to be considered for a successful integration

Unit III

Corporate Restructuring- Meaning and Need for Corporate Restructuring, Methods of Corporate Restructuring- Demergers, LBO, MBO, Alliances, Joint Ventures- Meaning, Characteristics and Motives behind each form

Unit IV

M&A Activity in India- Inbound and Outbound M&A Activity in Recent Years, Prominent Cases of M&A in India- Motives behind them and Pricing of the deals

International M&A- Opportunities and Threats in Cross Border M&A, Role of M&A in International trade Growth, Impact of Government Policies on M&A decisions, Recommendations for effective Cross border M&A

Suggested Readings:

- Mergers, Acquisitions and Takeovers- Machiraju
- Mergers, Acquisitions and Corporate Restructuring- Godbole
- Mergers and Acquisitions - A Guide to Creating Value for Stakeholders- Hitt, Harrison, Ireland

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Marketing Specialization Courses Major/Minor

Consumer Behavior Analysis

Unit I

Consumer behaviour: Concept-Scope- Importance and Interdisciplinary nature- Approaches to study consumer behavior-consumer buying behaviour Vs organizational buying behavior- Applications of Consumer Behaviour.

Unit II

Consumer Motivation: Rational vs emotional motives-dynamics of motivation- hierarchy of needs model- Consumer personality-Freudian Neo-Freudian and Trait theories- Self and Self-image-Consumer perception-elements and dynamics-Consumer imagery-Consumer learning-elements of learning-behavioral and cognitive theories of learning-Consumer attitude-tri-component model- multi attribute model- theory of trying-to-consume models.

Unit III

Reference groups- Family influences- Social class and consumer behavior- cultural influences on consumer behavior- cross cultural consumer analysis-Opinion leadership dynamics and the motivation behind it-Levels of consumer decision-making- Four views of consumer decision-making- economic-passive- cognitive- emotional- Models of Consumer decision-making- Nicosia model- Howard-Sheth model.

Unit IV

Socio-cultural factors-Gender mainstreaming-Economic factors-Political factors-Buyer characteristics-Age-Occupation-Economic and situation-Lifestyle-personality-psychological factors of rural consumers

Suggested Readings:

- Schiffman & Kanuk: Consumer Behavior (Pearson)
- Hawkins, Best & Carey: Consumer Behavior (TMH)
- Batra & Kazmi: Consumer Behavior an Indian Perspective

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(To be implemented from Academic Year- 2017-2018)

Marketing Specialization Courses Major

Customer Relationship Management

Unit I

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

Unit II

Customer information Database– Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives-individual and group customer's -Customer life time value – Selection of Profitable customer segments.

Unit III

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection– Models of CRM – CRM road map for business applications-Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM Operational CRM – Call center management – Role of CRM Managers.

Unit IV

E-CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Suggested Readings:

- G.Shainesh, Jagdish, N.Sheth: Customer Relationships Management Strategic Prespective, Macmillan 2005
- Alok Kumar et al: Customer Relationship Management: Concepts and applications, Biztantra, 2008
- H.Peeru Mohamed and A.Sahadevan: Customer Relation Management, Vikas Publishing 2005.
- Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.

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(To be implemented from Academic Year- 2017-2018)

Human Resource Specialization Courses Major/Minor

Labour & Industrial Law

Unit I

The Employees' Compensation Act, 1923- Object and aims of the Act, Definitions- Employers liability for compensation, National Extension of Employer's premises, Review of Compensation, Notice and claims of the accident, Power to require from employer statement regarding fatal accidents, Reports of fatal accidents and serious bodily injuries, Medical Examination and consequences of non-submission to medical examination, Liability for contractor's employers, Remedies of employer against stranger, Compensation to be first charge on assets transferred by employer, Attachment, assignment and charge on compensation, Contracting Out, Penalties

Unit II

Maternity Benefit Act, 1961-objective and scope, definitions, The maternity and other benefits-section 2 to 13, Authorities under the Act, penalty under the Act, amendment 2016.

Unit III

The Payment of Bonus Act, 1965-objective and scope, definitions, payment of bonus, Accounting year, who is eligible for bonus, minimum and maximum of bonus payable, , disqualification for bonus, deductions from bonus, time limit for payment of bonus.

Unit IV

Employees State Insurance Act, 1948- Advisory Committee, Object and Salient features of Act, Contributions, Benefits, Adjudication of disputes and claims, Penalties.

Suggested Readings:

- G.M. Kothari, A Study of Industrial Law
- S.N.Mishra, Industrial and Labour Law
- V.G. Goswami, Industrial and Labour Laws
- S.K. Puri, Industrial and Labour Laws

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Human Resource Specialization Courses Major

Performance Management

Unit I

Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

Unit II

Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counselling, Identifying potential for development; Linking pay with performance.

Unit-III

Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

Unit IV

Implementation and Issues in Performance Management: Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.

Suggested Readings:

- Aguinis, Herman, Performance Management, Pearson Education Inc.
- Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai.
- Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page.
- ASTD, Talent management: Strategies for success from six leading companies, Cengage Learning. Department of Commerce, University of Delhi.

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International Business Specialization Courses Major/Minor

Export Management

Unit I

Meaning, need, nature, features and process of export management, functions of export manager and export firm; International trading environment; organizing an export firm, target market selection

Unit II

International marketing intelligence; product identification for exports; export pricing decision; Incoterms; methods of payment, channels of distribution; market entry strategies – location of importers, business negotiation

Unit III

International promotional strategies – personal selling, publicity, sales promotion, advertising; organization for export marketing; FEMA, market access initiative, marketing development assistance

Unit IV

Pre-shipment export documentation; significance of procedures and documentation in international trade; procedures and documentation as trade barriers; export of services, India's foreign trade; India's current foreign trade policy

Suggested Readings:

- Khurana P.K., Export Management; Galgotia Publishing Company
- Onkvisil Sak and Shaw John J., International Marketing – Analysis and Strategy, Prentice Hall, Inc.
- Cherunilam, Francis, International Trade and Export Management, Himalaya Publishing House
- Czinkota, Ronkainen and Moffett, International Business, Harcourt College Publishers

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International Business Specialization Courses Major

Foreign Exchange Management

Unit I

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach; purchasing power parity theory; overvalued and undervalued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

Unit II

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

Unit III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

Unit IV

Currency futures, options and determination of their market value, over-the- counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

Suggested Readings:

- Sharan, International Financial Management, Prentice Hall of India, N.Delhi.
- Shapiro, Multinational Financial Management, Prentice Hall of India, N.Delhi.
- Paul Einzip, A Textbook On Foreign Exchange.
- Maurice D. Levi, International Finance, Mcgraw Hill, NY.

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Semester IX

No. of Courses	Semester I	Credits
1	<i>Core Courses (EC)</i>	
1	Global Competitiveness & Strategic Alliances	03
2	Social & Industrial Psychology	03
3	Business Negotiations Management	03
2	<i>Specialization Courses (Major)</i>	
4	Specialization Major -I	04
5	Specialization Major -II	04
6	Specialization Major -III	04
3	<i>Specialization Courses (Minor)</i>	
7	Specialization Minor -I	04
Total Credits		25

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Specialization Courses Major

Sr. No	Finance	Credit	Sr. No	Marketing	Credit
1.	Banking and Insurance	04	1.	Retail Management	04
2.	Financial Modelling	04	2.	E-Marketing	04
3.	International Finance	04	3.	Sales & Distribution Management	04
Sr. No	Human Resource Management	Credit	Sr. No	International Business Management	Credit
1.	Industrial Relations	04	1.	International Marketing	04
2.	Talent Management	04	2.	International Investment	04
3.	Compensation Management	04	3.	International Logistics	04

Specialization Courses Minor

Sr. No	Finance	Credit	Sr. No	Marketing	Credit
1.	Banking and Insurance	04	1.	Integrated Marketing Communication	04
Sr. No	Human Resource Management	Credit	Sr. No	International Business Management	Credit
1.	Industrial Relations	04	1.	International Marketing	04

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1. Global Competitiveness & Strategic Alliances

Unit I

Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.

Unit II

Developing Competitiveness –Government Policy and Competitiveness, Role of Quality and Productivity in Achieving World Class Competitiveness; Attaining Competitiveness through Integrative Process Management; Science, Technology and Innovation Policy, Human Capital and Competitiveness, Role of Information Systems in Building Competitiveness, Industrial Clusters and Business Development, Strategic Management of Technology and Innovation.

Unit III

Global Competitiveness of Indian Industry – Status; Cause of Uncompetitiveness; Strategic Options for Building Competitiveness, Internationalization of Indian Business: Selected Case Studies of Globally Competitive Indian Companies. (10 Hours) Strategic Alliances – Value creation in alliances strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context.

Suggested Readings:

- Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India).
- Burgelman Robert (2004). Strategic Management of Technology and Innovation, Tata McGraw Hill.
- Hamel G. and Prahalad C.K (1994). Competing for the future. Harvard Business Press.

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(To be implemented from Academic Year- 2018-2019)

2. Social & Industrial Psychology

Unit I

Social Psychology- Definition, Aim, Scope & Method of Social Psychology, Elements of Social Psychology, Stereotypes myths & ideologies, customs, traditions, rumours, propaganda, public opinion, Group dynamics

Unit II

Industrial Psychology-Definition & meaning of industrial psychology, Significance & aims of industrial psychology, Scope & benefits of industrial Psychology, Problems & limitations of Industrial psychology

Unit III

Selection & Training-Selection tests, Tests for selection of supervisors and managers, Training & Law of acquisition of skills, Training need analysis ,Human Engineering-Concepts & application of Human engineering, Industrial fatigue, monotony & boredom-Causes, effects & remedies. Psychological conditions of accidents, Accident proneness & remedies

Suggested Readings:

- Industrial performance by Ashok pratapsingh&Patirajkumari ,Global vision publishing house 2007
- Advanced Industrial Psychology by Ramnathsharma&S.S.Chandra
- Elements of Social psychology 7th edition (revised edition) by B.Kuppuswamy,Atlantic Publishirs-2004.
- Individual in society Mc grew Hill by Devidkrech Richard &c ratchfield&gertonI.Ballachey

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(To be implemented from Academic Year- 2018-2019)

3. Business Negotiations Management

Unit I

Introduction to Negotiation- BATNA, Structure of negotiations, Dimensions of negotiations, Negotiation process, Creating and claiming value, Logrolling, Efficiency of negotiators

Distributive Negotiation- Characteristics of distributive negotiation, strategies and tactics for claiming value in negotiation.

Unit II

Integrative Negotiation: Characteristics of integrative negotiation, strategies and tactics for maximizing economic and social outcomes (creating and claiming value), the Harvard method.

Dealing with Obstacles and Complicating Factors: Practical implications of current research on nonverbal communication, learning how to understand nonverbal communication and detect deception in negotiation.

Unit III

Dealing with Obstacles and Complicating Factors – Rationality and Cognition: Demonstration of selected biases that subconsciously affect our decision making particularly during information acquisition, information processing stage, and learning how to deal with them.

Dealing with Obstacles and Complicating Factors – Cross-Cultural Negotiation: Increasing the complexity of negotiation by adding cross-cultural framework and settings. Study on perception and self evaluation of EU countries regarding negotiation styles, Dealing with Obstacles and Complicating Factors – Multiparty Negotiation, Increasing the complexity of negotiation by adding number of participants. Dealing with differing interest structures, coalition building and satisfaction of constituencies.

Suggested Readings:

- Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. Negotiation. New York: McGraw-Hill. Chapter 11 – Agents, Constituencies, Audiences
- Premveer Kapoor. Counseling and Negotiations Skill For Managers. Biztantra Publications.
- B.V.Singh. Managing Conflicts and Negotiations. Excel book Publications.

Five Years Integrated BMS-MBA Programme

Under Credit Based Semester and Grading System

(To be implemented from Academic Year- 2018-2019)

Finance Specialization Courses Major/Minor

Banking and Insurance

Unit I

Overview of Indian Financial System, Financial Sector reforms- Need and objectives; Major reforms in the last decade

Introduction to Commercial Banks, Development Banks, Cooperative Banks, Financial Institutions and NBFCs, Micro Finance Institutions and Universal Banking

Unit II

Sources and Uses of funds in Banks & FIs with characteristics; Products offered by Banks and FIs- Retail banking and corporate banking products

Analyzing Bank Performance- Interpreting Bank Balance Sheet and Income Expenditure Statements- CAR, NPA, Liquidity Ratios, Structural Ratios and Profitability Ratios

Unit III

Banking Law & Regulations- RBI as a central banker; Control of the Banking Sector- CRR, SLR, Credit Risk Management, Capital Adequacy Norms, Management of NPAs, Asset Liability Management

Unit IV

Insurance – Risk Management and Risk Pooling; Principles of Insurance; Types of Insurance Products - Life insurance, General insurance, Reinsurance, Micro Insurance; Insurance Sector Reforms – liberalization/ of insurance sector and entry norms

Suggested Readings:

- Elements of Banking and Insurance- Sethi and Bhatia
- Banking & Financial Institutions- Jindal
- Modern Banking and Insurance : Principles and Techniques- Jain and Jain

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Finance Specialization Courses Major

Financial Modeling

Unit I

Introduction to Modelling, Introduction to Excel- Basic and Advanced Functions-Database Functions, Creating Charts, Understanding Finance Functions, Sensitivity Analysis, Statistical Distributions

Unit II

Accounting in Excel - Preparing common size statements, Forecasting Financial Statements, Analysing Financial Statements by using Spreadsheets

Unit III

Project Appraisal - Determining Project Viability, Risk Analysis in Project Appraisal, Decision making in projects, NPV and IRR methods

Unit IV

Valuation - Determination of Value Drivers, Discounted Cash Flow Valuation and Sensitivity Analysis, Risk Analysis in Valuation; Portfolio Theory - Determining Efficient Portfolio using Tables and Charts

Suggested Readings:

- Mastering Financial Modelling in Microsoft Excel - A Practitioner's Guide to Applied Corporate Finance- Day
- Handbook of Financial Modelling for Business Decisions- Kefford
- Building financial models with Microsoft Excel: A guide for Business Professionals- Proctor

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(To be implemented from Academic Year- 2018-2019)

Finance Specialization Courses Major

International Finance

Unit I

Foreign Exchange Market- Wholesale and Domestic market, Spot market and Forward market; Quotations- direct, indirect and cross currency; various kinds of Transactions and their settlement dates

Unit II

Exchange Rate determination and Forecasting, Purchasing power parity and Interest rate parity, Relationship between PPP and IRP, reasons for deviation, Exchange Rate Forecasting and Models

Unit III

The International Monetary System: Breton Woods System; Exchange Rate Regimes- India and other countries; Euro currency market; Central Bank Intervention- Revaluation and Devaluation of currency; Appreciation and Depreciation of currency

Unit IV

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

Suggested Readings:

- International Finance - A Business Perspective- Apte
- International Finance- Shailaja
- International Financial Management- Bekaert, Hodrick

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Marketing Specialization Courses Major/Minor

Retail Management

Unit I

Marketing Channels & Supply Chains: Emergence -role and types of marketing channels - channel members and their characteristics - choosing various channel options- factors affecting the choice -Supply chain management (SCM) - advantages gained-physical flow of merchandise- logistics of e-retailing.

Unit II

Retailing: Nature and Importance of retailing- wheel of retailer- Types of retailing- ownership based-store based- non-store based- web based- Retail management decisions,-Recent Trends in retailing.

Unit III

Strategic Planning in Retailing: Situation analysis- objectives- identification of consumers and positioning-overall strategy- specific activities and control- Identifying & understanding consumer – Consumer demographics & life styles, consumer needs & desires-consumer shopping attitude, consumer decision process, retailers action.

Unit IV

Location: Trading Area Analysis- site selection- store formation size and space allocation- store security and credit management-Merchandise plans- forecasts innovativeness-assortment decisions- brand decisions- timing and allocation merchandise pricing- Retail Promotion-Building retail store image-atmosphere- layout planning-Retail promotional mix strategy-Retail store sales promotional schemes.

Suggested Readings:

- Berman , Barry and Joel Evans: Retail Management
- Cooper, J.: Strategy planning in Logistics and Transportation
- Cox, Roger and Paul Brittain: Retail Management
- Levy & Weitz: Retailing Management

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Marketing Specialization Courses Major

E-Marketing

Unit I

E-Commerce: Introduction, meaning and concept; Needs and advantages of e-commerce-Electronic commerce vs Traditional commerce- Challenges of e-commerce.

Unit II

Internet: Concept & evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup & video conferencing- Intranet & Extranet- ISDN-TCP/IP- Limitation of internet- Hardware & software requirement of Internet.

Unit III

Electronic Payment Systems: E-Cash- e-cheque- credit cards- debit cards- smart cards-E-Banking- Manufacturing information systems- Financial information systems- Human resource information system.

Unit IV

E-Marketing: Business to Business (B2B)-Business to customer (B2C) e-commerce-Online Sales force- Online Service and Support- EDI: Functions & components-Legal Aspects of e-commerce- Security issues of e-commerce: Firewall- E-locking- Encryption- Cyber laws aims and salient provisions- Cyber laws in India and their limitations.

Suggested Readings:

- Agarwala, K.N. and D. Agarwala: Business on the Net: What's and How's of E-Commerce, McMillan
- Frontiers of E-Commerce: Ravi Kalkota, TMH
- O'Brien J. :Management Information System, TMH

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Marketing Specialization Courses Major

Sales & Distribution Management

Unit I

Marketing Channels: Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, -Decisions in Channel Management-Wholesaling: Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling-Retailing: Concept, Importance, Functions - Indian Vs. Global Scenario

Unit II

Retail formats: Store & Non Store Retailing --Franchising- Unconventional channels-Retail Location: Factors affecting location decision – Site Selection –Location based retail Strategies-Store Design: Interiors and Exteriors - Store layout – Types of layouts –Factors affecting store layout – Store image mix – Store Façade – The Internet Store-Store Administration: Floor space management–Managing store inventories and display

Unit III

Merchandising: Concept, Importance, Functions – Steps in merchandising planning – Category management: Definition and process –Introduction to Private label brands -Retail Communication Mix: Planning retail communication – Managing in-store promotions and events

Unit IV

Integrated Marketing Channels: Channels for Consumer goods-Industrial goods & Services – Horizontal, Vertical, and Multi channel Marketing Systems-Introduction to Supply Chain Management: Concept – significance –components- Channel Management: Channel selection - Channel Conflicts & its Resolution- Channel Performance Evaluation Technology in distribution: Bar-coding – RFID – Electronic payment systems

Suggested Readings:-

- Channel Management –Stern – El- Ansary
- Retailing Management – Swapna Pradhan
- Retail Management – Gibson Vedamani
- Physical Distribution & Logistics Management – Dr. Subhash Bhawe

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Human Resource Specialization Courses Major/Minor

Industrial Relations

Unit I

Industrial relations: Meaning, objectives and scope. Growth & development of IR History & development of IR Pre independence Post independence. Post Liberalization. Different approaches to IR → Functional approach → Systems approach & Dunlop's Contribution. →Oxford Model.

Unit II

(A)Industrial conflicts: Meaning causes and impact. Strike: Meaning, Types &Legal aspects. Concept of lockout.(B) Measures for prevention and settlement of industrial conflicts- (a) Conciliation (b) Mediation (c) Arbitration (d) Adjudication. (C) Collective bargaining: concept, principles and importance. Collective bargaining in India.

Unit III

Profit Sharing and Workers' Participation in Management: Experiences of Germany, France & Britain. Workers participation in management- Meaning, Types with reference to India.Theories of trade unionism (Hoxie, Webbs, Karl Marx, Mahatma Gandhi).History of trade unions in India.Structure of trade unions in India.TU politics.→ Inter Union Rivalry. →Intra Union Rivalry.→Multiplicity of Trade Unions & implications of MRTU.

Unit IV

Industrial relations in public sector, multi-nationals, and co-operative rector. Plant level Industrial relations:- standing orders and grievance procedure. Work and role of labour welfare officer.Contemporary issues in IR Rightsizing & VRS.Business Process Re-engineering Productivity & union.

Suggested Readings:

- Albert (1973) 'The Economics of Trade Unions' (3rd Ed.) University of Chicago Press, Chicago
- Cahuc Pierre and Andre Zylberberg (2004) Labour Economics, MIT Press, Massachusetts
- Hicks J.R. (1932) 'The Theory of Wages' Clarendon Press, Oxford.
- Jackson, M.P., Strikes 4. Kamik V.B. (1974),'Indian labour, Problems and prospects',

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Human Resource Specialization Courses Major

Talent Management

Unit I

Introduction – concept of talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of hr in talent management.

Unit II

Talent procurement and deployment – identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication.

Unit III

Talent retention – cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements.

Unit IV

Return of talent – measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of hr, new imperatives, talent forces of tomorrow

Suggested Readings:

- Cheese, peter, Robert j Thomas and Elizabeth Craig, the talent powered organization, kogan Page ltd.
- David, tony, Maggie cutt, Neil Flynn, Peter Mowl and Simon Orme, talent assessment, Gower Publishing Ltd., Hampshire ltd.
- Lawyer III, Edward e, talent: making people your competitive advantage, Dave Ulrich, Jossey-bass, a Wiley imprint
- Phillips, jack j, Lisa Edwards, managing talent retention, an ROI approach, Pfeiffer, a Wiley

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Human Resource Specialization Courses Major

Compensation Management

Unit I

An Introduction: Compensation Management, Compensation as Retention Strategy, Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management- Pay Band System, ESOP, Flexi-time Schedules, etc. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans

Unit II

Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining,

Unit III

Employee Benefits: Components of Wage and Benefits Structure - Components of a Benefit Plan – Medical and Health Benefits – Occupational Health – Social Security Benefits. Overview of all Act related to wages (The Payment of Bonus Act, 1965 The Payment of Wages Act, 1936 The Minimum Wages Act, 1948)

Unit IV

Union Role in Wage and Salary Administration – Wage System in India – Wage Incentive Schemes Managing Labor Cost: Controlling Salary Level – Ethics in Compensation.

Suggested Readings:

- Berger, L.A. and Berger, D., The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design, 5th Edition, McGraw-Hill, 2008.
- Dowling, P.J., Festing, M. and Engle, A., International Human Resource Management, 5th Edition, Cengage Learning, 2007.
- Ellig, B.R., The Complete Guide to Executive Compensation, Tata McGrawHill Education, 2011.

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International Business Specialization Courses Major/Minor

International Marketing Management

Unit I

Introduction to International Marketing: Introduction, Meaning of International Marketing, Domestic Marketing vs. International Marketing, Multinational Corporations and Global Corporations, Benefits of International Marketing, Barriers, Economic Environment : Economic condition and indicators, Economic systems, Balance of payments, Policies and reforms, International Economic environment and trends

Unit II

Cultural Environment: Meaning and Characteristics of Culture, Beliefs and customs, Implication of culture, Culture as barrier, Political and Legal Environment: Political environment, Legal environment, Legal systems and laws, Political risk, Implication of political and legal environment on International marketing, Dispute resolution, Market research and Information systems- Marketing Information systems

Unit III

Market Entry strategies, Foreign Direct Investment, Exporting and Importing, Licensing, Joint Venture, Mergers , Acquisitions, Strategic Alliances, Turnkey operations, Franchising, International Product decisions: Product Development, Product diversification, Product customization, Global products, Global Product Planning, Concept of Branding, Branding decisions, Packaging, Channel decisions, Physical Distribution, Modes of Transportation, Clearing and Forwarding, ERP, SCM

Unit IV

Importance of pricing, Pricing decision, Alternative pricing strategies, Dumping, Price Distortion, Inflationary impact, Transfer pricing, Price quotation and Terms of sale, Means of payment, Personal Selling, Publicity, Sales promotion, Trade Fairs, Sales force automation, Basics of Advertising, Role of advertising, Advertising across the world and related issues, Advertising and regulations, Advertising media, Meaning, importance and difficulties, issues in export marketing, export marketing strategy, Global e marketing: buying decisions in e marketing, Developing a global e marketing plan

Suggested Readings:

- U. C. Mathur, "International Marketing Management: Text & Cases", SAGE Publications
- Ramneek Kapoor, "International Marketing", Tata McGraw Hill
- P.K.Vasudeva, "International Marketing", Excel Books

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International Business Specialization Courses Major

International Investment

Unit I

Types and motives of international investment; risks and challenges of investment; investment instruments; issuing and trading securities; secondary security market; major international stock exchanges.

Unit II

Security market indexes; short positions, hedging and arbitrage; international bond portfolio management; technical analysis; international portfolios analysis.

Unit III

Gains from international diversification; international capital asset pricing model; potential gains from integration of capital markets.

Unit IV

Types and corporate forms of FDI; competitive pressures to pursue FDI; FDI strategies and organisational challenges; capital budgeting for FDI.

Suggested Readings:

- Sharan, International Financial Management, Prentice Hall of India, N.Delhi.
- Shapiro, Multinational Financial Management, Prentice Hall of India, N.Delhi.
- K.T.Bhala, "International Investment Management" Routledge

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International Business Specialization Courses Major

International Logistics

Unit I

Trends in world trade growth; nature, significance and components of international logistics; registration and licensing; selecting export products and markets deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.

Unit II

Arranging pre-shipment finance; export procurement; quality control and pre-shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.

Unit III

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

Unit IV

Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

Suggested Readings:

- Paras Ram, Export: What, When, How, Anupam Publications, New Delhi
- Khurana, P.K., Export Management, Galgotia Publishing, New Delhi
- Shavaramu, Export Marketing – A Practical Guide for Exporters, Wheeler Publishing, New Delhi
- Govt of India, An Overview of Customs , Commissionate of Customs and ICDs, New Delhi

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Semester X

No. of Courses	Semester I	Credits
1	<i>Core Courses (EC)</i>	
1	Project I	04
2	Project II	04
2	<i>Specialization Courses (Major)</i>	
5	Specialization Major -I	04
6	Specialization Major -II	04
3	<i>Specialization Courses (Minor)</i>	
7	Specialization Minor -I	04
Total Credits		20

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Specialization Courses Major

Sr. No	Finance	Credit	Sr. No	Marketing	Credit
1.	Financial Services and Institutions	04	1.	Industrial Marketing	04
2.	Financial Derivatives	04	2.	Strategic Brand Management	04
Sr. No	Human Resource Management	Credit	Sr. No	International Business Management	Credit
1.	Organisational Development	04	1.	Multinational Financial Management	04
2.	Labour Welfare & Social Security	04	2.	International Banking Management	04

Specialization Courses** Minor

Sr. No	Finance	Credit	Sr. No	Marketing	Credit
1.	Financial Instruments and Markets	04	1.	Integrated Marketing Communication	04
Sr. No	Human Resource Management	Credit	Sr. No	International Business Management	Credit
1.	Organisational Development	04	1.	Multinational Financial Management	04

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Finance Specialization Courses Major/Minor

Financial Services and Institutions

Unit I

Mutual Funds- Concept, Organisation of Mutual Funds, Classification of Mutual Funds- Equity and Debt, Types of Schemes, Growth and Performance of Mutual Funds in India

Investment Banking- Introduction, Functions of Investment Banks, Investment Banking Services, SEBI (Merchant Banker) Regulations, 1992

Unit II

Leasing and Hire Purchase- Introduction, Lease Structure and Types of Leases, Essentials of Hire Purchase, Difference between Lease and Hire Purchase

Credit rating- Rating Process of different instruments/ securities, Benefits of credit rating to investors, Credit rating and Investment decision

Unit III

Housing Finance- Concept, Role of NHB, HFCs in India, Types of housing finance and risk management by HFCs

Venture Capital- Concept, Process of venture capital financing, Stages of Financing, Difference between venture capital and conventional sources of finance, Disinvestment avenues

Unit IV

Financial Technology- Introduction and evolution, Role of Fintech in the financial services value chain (Payments, Deposits and Lending, Investment etc.), Fintech Solutions (Payments and POS innovations, Big Data, Digital Banks, Block chain Technology and other upcoming Fintech), Future of Fintech

Suggested Readings:

- Financial Services- M.Y. Khan
- Financial Services in India- Ramesh Babu
- Financial Services - Text, Cases and Strategies- Rao and Hyderabad

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Finance Specialization Courses Major

Financial Derivatives

Unit I

Introduction: Meaning of Derivatives, Derivatives Market - History & Evolution, Indian Derivatives Market, Market Participants, Types of Derivatives market - OTC and Exchange Traded Market, Significance of Derivatives

Unit II

Introduction to Forwards and Futures contracts: Features and drawbacks of forward contract, Features of Futures contract - terminologies used in Futures, Payoff Charts for Futures contract - Long and Short contracts, Futures pricing- Cost of carry, delivery options, convergence of cash and futures prices, Hedging Strategies using Futures

Unit III

Introduction to Options: Basics of options contracts and terminology used, Put and Call Options, Payoff Charts for Options- risk and return profile of option contracts, Put-Call parity, Factors affecting Options pricing, Overview of Black-Scholes option pricing model, Simple Trading Strategies using Options

Unit IV

Derivative Products- Commodity, Equity and Index Futures, Interest Rate Futures; Swaps- Interest Rate and Currency Swaps; Trading, Settlement and Clearing Mechanisms for Derivatives in India

Suggested Readings:

1. John C Hull, Prentice Hall - Options, futures & other derivatives
2. Kidwell, Peterson, Blackwell - Financial Institutions, Markets & Money
3. Bhole, Mahakud – Financial Instruments and Markets

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Marketing Specialization Courses Major/Minor

Industrial Marketing

Unit I

The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics market levels and product types, the industrial customer, buyer motives business and institutional buyers Organisational Buying : BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis.

Unit II

Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component—The provision of parts, technical assistance, terms of sales.

Unit III

The distribution channel component—Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics. The price component-conditions affecting price competition, cost factor, the nature of demand, pricing policies.

Unit IV

The promotional component, advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Personal selling-Personnel profiles selection and training, supervisions compensation sales promotion and public relations-Trade shows and exhibits, promotional novelties.

Suggested Readings:

- Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illinois.
- Reeder & Reeder: Industrial Marketing, Prentice Hall, India.
- Cox. F. (Jr.): Industrial Marketing Research, John-Wiley & Sons, New York, 1971

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Marketing Specialization Courses Major

Strategic Brand Management

Unit I

Basic understanding of brands – concepts and process – significance of a brand – brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors

Unit II

Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building

Unit III

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes – brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit

Unit IV

Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle- Co-branding- Designing and implementing branding strategies

Suggested Readings:

- Kevin Lane Keller, “Strategic brand Management”, Person Education, New Delhi, 2003
- Lan Batey Asian Branding – “A great way to fly”, Prentice Hall of India, Singapore 2002
- Jean Noel, Kapferer, “Strategic brand Management”, The Free Press, New York, 1992
- Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York, 2000

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Human Resource Specialization Courses Major/Minor

Organization Development

Unit I

Organizational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance, Relevance of Organizational Development for Managers, OD- HRD Interface, Participation of Top Management in OD, OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner, Emerging Trends in OD, OD in Global Setting

Unit II

Organisational Diagnosis - Meaning, Need, Phases, Levels of Organizational Diagnosis, Techniques of Organizational Diagnosis, Tools used in Organizational Diagnosis, Organizational Renewal, Re-energizing, OD and Business Process Reengineering (BPR), OD and Leadership Development, Organizational Change- Meaning, Organizational Life Cycle, Planned Change, Organizational Growth and its Implication for Change, Change Agents- Meaning, Features, Types, Role, Skills required

Unit III

Managing Expatriation and Repatriation, OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions, Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention, Techniques of OD Intervention, Evaluation of OD Interventions: Process, Types, Methods, Importance.

Unit IV

OD Effectiveness: Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD, Values in OD – Meaning, Professional Values, Value Conflict and Dilemma, Ethics in OD – Meaning, Factors Influencing Ethical Judgment, Ethical Guidelines for OD Professionals, Organizational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organizational Effectiveness, Parameters for Judging Organizational Effectiveness, Ways to Enhance Organizational Effectiveness

Suggested readings:

- French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.
- Hackman, J.R. and Wageman, J.L., Improving life at work: Behavioural science approach to organisational change, Goodyear, California.
- Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J.

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Human Resource Specialization Courses Major

Labor Welfare & Social Security

Unit I

Labour Welfare: - Meaning, Definition, Scope, Objective & Theories of Labour welfare, Evolution of Labour Welfare in India, Provisions for Labour welfare content in the Constitution of India (including Articles 41,42,43.....factories Act 1948, ESI Act 1948, Workmen's Compensation Act 1923), Labour Welfare Facilities, b) National Commission on Labour and Labour Welfare c) Labour Laws of the Elimination of Child Labour

Unit II

Agencies of Labour welfare in India (Central govt. , State govt., Employers & Trade Unions), Labour Welfare Officer: role and functions, Labour Administration in India

Unit III

Social Security-Meaning, Definition & Objective of Social Security. b) Various Social Security provisions made in India (Employees provident fund Act, Maternity benefit Act, Family Pension Scheme, Provision of Gratuity Act 1972) c) Trade Union – Structure, Types & Functions.

Unit IV

Labour Markets-Nature & Characteristics of Labour Markets in India, Labour Market Policies, Mobility of Labour, Socio-Economic aspects affecting Labour welfare, Productivity & Living standard of labour.

Suggested Readings:

- Jayant S. Railkar- Labour welfare & Practice – VipulPrakashan.
- A.M. Sarma – Aspects of Labour welfare & Social Security – Himalaya Publications.
- Punekar&Deodhar – Labour welfare Tata MC Graw Hill Publishing.
- Misra&Puri – Indian Economy – Himalaya Publications.

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International Business Specialization Courses Major/Minor

Multinational Financial Management

Unit I

An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multinational firms; international flow of funds

Unit II

International working capital management; international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments – GDRs, ADRs, Euro issues, CP and ECB

Unit III

Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm

Unit IV

Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

Suggested Readings:

- Madura Jeff, International Financial Management; Thomson Learning
- Sharan, V., International Financial Management, PHI, New Delhi
- Allen Shapiro, Multinational Financial Management, PHI, New Delhi
- Levi, Maurice D., International Finance, McGraw Hill

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International Business Specialization Courses Major

International Banking Management

Unit I

Structure and growth of international banking; Eurocurrency markets; growth of Eurocurrency deposits and credit; determination of Eurocurrency interest rates; Eurocurrency instruments; euro credit multiplier process; factors of multinationalization of banking; organizational characteristics of multinational banking.

Unit II

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending; transferability and trading of loans; international bank credit rating; role of Bank for International Settlements.

Unit III

International payment systems; international asset and liabilities management; derivatives trading by multinational banks; bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

Unit IV

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

Suggested Readings:

- Macdonald S. Scott and Timothy W. Koch, Management of Banking, Thomson Learning
- Fabozzi Frank J., et. al., Foundations of Financial Markets and Institutions, Pearson Education
- Giddy Ian H., Global Financial Markets, AITBS, New Delhi