REVISED ORDINANCE
FOR
BACHELOR OF BUSINESS STUDIES
SCHEME OF STUDY
AND
SCHEME OF EXAMINATION & PROMOTION

(Ordinance applicable to the students seeking admission to the Bachelor of Business Studies (BBS) course in the academic year 2010-11 and onwards).
1. Bachelor of Business Studies shall be a three year full time professional degree program, to be taught in six semesters, viz., Semester I, II, III, IV, V and VI. There will be 24 papers in all to be taught over the six semesters. One computer practical in every Semester I through Semester V. Project submission in Semester VI.

2. Candidates who have passed XII class examination of the CBSE or any other examination considered equivalent by the University of Delhi shall be eligible for taking entrance test for admission to the BBS course subject to the details of the eligibility conditions required and the admission procedure to be laid down by the University from time to time.

3. Students are required to do 20 compulsory courses and 4 papers in electives, computer practicals and one specialization project. During the first two years, core disciplines like Economics, Quantitative methods, Organization Behavior and subjects relating to functional areas of Management like Marketing, Accounting, Finance, Production, Computers and Human Resource Management provide a foundation in all areas.

4. In V & VI semester there are four compulsory papers which build upon the base of the first two years. Electives Papers are offered in Finance, Marketing and Human Resource Management areas. Students are required to choose 4 papers and one project from any one functional area of specialization (Electives). Two of these shall be taught in Semester V and the other two in Semester VI. Elective streams offered in a semester V. would depend upon the number of students interested in enrolling for each functional specialization. It will be the discretion of the particular college to offer any of the elective streams.

5. Medium of teaching will be English only.

6. For each paper, each week, four lectures and two interactive periods of 55 minutes each will be conducted. For the paper requiring interface with computer one of the two interactive periods may be used per week for Computer Lab work.

7. Teaching methodology would include Lectures, Case Studies, Business Games, Seminars & Project Work. As computers have entered every walk of life, wherever applicable relevant softwares would be integrated into the course. This is in addition to separate computer paper and practicals. Industry Interaction would be through Guest Lectures/ Seminars/ Projects/ Industrial tours. Short-term Add-on courses can be introduced by the college and students may opt for them.
8. No student shall be deemed to have pursued a regular course of the study unless the Principal/Head of the Department concerned is satisfied that the required conditions in respect of his/her course of study have been fulfilled.

(a) The required conditions shall not be deemed to have been satisfied in respect of the course unless a student has attended:

(i) two-thirds of the lectures delivered in each semester during his/her course of study, and
(ii) two-thirds of the interactive classes and case discussions, seminars and computer labs and practical, etc., conducted in each semester during his or her course of study.

The minimum attendance of two-thirds shall be required separately for point 8 (a) (i) and (ii) above.

Provided that, he/she fulfills other conditions as laid down hereinafter, the Principal/Head of the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% of the lectures or interactive periods and case discussions, seminars, practicals, delivered or conducted during the semester, but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he/she has made up the shortage so condoned.

(b) Further, in addition to the above, all students, as per the directives of the college placement cell, shall have to undertake summer training for a duration of 6 to 8 weeks at the end of semester IV during summer vacations. A student shall become eligible for grant of degree only on the satisfactory completion of such training and submission of the report and viva-voce conducted and duly certified by the college authorities.

9. Every semester will be of 15 weeks teaching. For each theory paper in every semester there shall be four lectures and two interactive periods per week. It is expected, thus, that 60 periods per semester per paper shall be devoted by the concerned teacher through lectures besides 30 interactive periods to be used for case discussions, assignment discussions, tests, presentations, functional specialization project guidance, computer labs etc. In case of computer practicals, 2 periods per week for a group of 20-25 students shall be conducted.

10. For paper no. 605, (functional specialization (Electives) project), the guidance for this should begin from Semester V onwards. The teachers teaching the Electives (Finance, Marketing, HR specialization) in the V & VI semester should utilize one of the interactive classes in guiding the students for their projects.

11. The projects have to be submitted during Semester VI. They have to be submitted in duplicate with an executive summary. The last date of the submission and
further examination through presentation and viva-voce to be decided by each college conducting such course.

12. The faculty will constitute a Committee of Courses for appointing the examiners for all the theory paper and project paper no. 605.

13. All colleges conducting such a course shall convene the meeting of teachers teaching different papers every semester before the commencement of the academic session to work out the detailed reading lists and topic wise weightage in each paper.
The Scheme of Examination for BBS shall be as follows:

<table>
<thead>
<tr>
<th>Sem. No.</th>
<th>Paper No. and Title</th>
<th>Lectures per Week(^a) (1)</th>
<th>Interactive Classes per Week(^a) (2)</th>
<th>Written exam duration (in hrs.) (3)</th>
<th>Written Exam Maximum Marks (4)</th>
<th>Internal Assessment Maximum Marks (5)</th>
<th>Total Maximum Marks (4) + (5) = (6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>101: Business Communication</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>102: Fundamentals of Management</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>103: Business Statistics and Applications</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>104: Financial Accounting</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>105: Computer Practical</td>
<td>2 periods per week per 20-25 students</td>
<td>Practical Exam 2</td>
<td>—</td>
<td>50</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>201: Organisational Behaviour</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>202: Public Relations and Corporate Image</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>203: Business Economics-I</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>204: Information Technology for Business</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>205: Computer Practical</td>
<td>2 periods per week per 20-25 students</td>
<td>Practical Exam 2</td>
<td>—</td>
<td>50</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>301: Marketing Management</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>302: Quantitative Techniques for Management</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>303: Business Economics-II</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>304: Cost &amp; Management Accounting</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>305: Computer Practical</td>
<td>2 periods per week per 20-25 students</td>
<td>Practical Exam 2</td>
<td>—</td>
<td>50</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>401: Human Resource Management</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>402: Business Research</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>403: Production &amp; Operations Management</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>404: Financial Management</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>405: Computer Practical</td>
<td>2 periods per week per 20-25 students</td>
<td>Practical Exam 2</td>
<td>—</td>
<td>50</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>501: Business Ethics &amp; Corporate Governance</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>502: Project Management &amp; Entrepreneurship</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>503: Elective Paper F-1/M-1/I-I</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>504: Elective Paper F-2/M-2/I-II</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>505: Computer Practical</td>
<td>2 periods per week per 20-25 students</td>
<td>Practical Exam 2</td>
<td>—</td>
<td>50</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>601: Business Policies &amp; Strategy</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>602: Legal Aspects of Business</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>603: Elective Paper F-3/M-3-I-III</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>604: Elective Paper F-4/M-4/I-IV</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>605: Project Submission  (Functional Specialization)</td>
<td>2 periods per week per 20-25 students</td>
<td>Practical Exam 2</td>
<td>—</td>
<td>50</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

\(^a\) Lectures/Interactive Classes/Periods will be of 55 minutes each.

Evaluation through Project Submission, Presentation and Viva Voce:

TOTAL: 2750
The Elective papers in the functional specialization will be as follows:

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

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

Human Resource Management:
H-1: Training and Management Development.
H-3: Industrial Relations and Labour Legislation.
1. English shall be the medium of instructions and examination.

2. Each theory paper shall carry 100 marks. 25 marks shall be reserved for internal assessment based on 5 marks for attendance and class participation, 10 marks for assignments/tests and 10 marks for term paper/project. For each theory paper, a written examination of three hours duration at the end of each semester for 75 marks will be conducted by the university.

3. All computer practical in each semester shall carry 50 marks. 25 marks evaluation will be continuous through the semester and the other 25 marks evaluation will be done at the end by an examiner, other than the one teaching that group of students in the college. The computer practical exam will be of two hours duration to be conducted by the college.

4. Project work shall carry 100 marks in the area of specialization and shall begin from V semester and submitted at the end of semester VI. This shall be jointly evaluated by an internal and external examiner, through presentation and viva voce.

5. An examination in all odd semester papers shall be conducted at the end of odd semesters and an examination in all even semester papers shall be conducted at the end of even semesters with an only exception of V semester exam to be held along with the VI semester exam. No supplementary examination for any of the semester shall be conducted.

6. Students will be allowed to use scientific calculators (non-programmable).

PROMOTION RULES:

7. **Internal assessment is conducted once:** The internal assessment of each student in each paper is conducted when the student is enrolled as a regular student in the year in which the particular paper is taught. Internal assessment marks scored by the student shall remain unchanged in case the student subsequently engages in essential reappear, reappear for improvement or reappear after failing.
8. **Passing in an academic year:** A student shall be required to obtain at least 50% of marks in the aggregate, in both the semesters together in all the papers and computer practical, to be declared passed in a particular year.

9. **Promotion to the next semester:** A candidate must score at least 40% of total marks (75 marks) for which the University exam is being conducted in each paper and 40% of total marks (50 marks) in computer practical to be declared passed in that paper/practical. In case, he/she does not score 40% marks the student is declared failed in that paper/practical. The student shall not be allowed to take forward more than 2 papers to be eligible for promotion from one semester to the next.

10. **Passing after promotion with essential reappear:** A student will be required to reappear in any paper(s) (not more than 2 papers in any semester) if the score in that paper is less than 40%. The student will take the exam only when that exam is scheduled to be conducted by the University. In case a student has to undertake his/her specialization project again, his/her Presentation and viva-voce shall be conducted again.

11. **Failing in a year:** A student who is not eligible for passing or for promotion with reappear shall be deemed to have failed in the particular year. The student who fails in the examination shall be required to reappear in the subsequent examination on being enrolled as an ex-student as per the rules of the University of Delhi.

12. **Reappearing for a failed student:** An ex-student shall be required to appear only in those papers in which the student has failed. In case he/she is not fulfilling the requirement of 50% in aggregate he/she may repeat the whole semester or semesters. The exam will be taken by the student only when the exam is scheduled to be conducted by the University.

13. **Scheduling of Examination:** An examination in all odd semester papers shall be conducted at the end of odd semesters and an examination in all even semester papers shall be conducted at the end of even semesters with an only exception of Vth semester exam to be held along with the VIth semester exam. No supplementary examination for any of the semester shall be conducted.

14. **Reappearing for improvement:** Improvement in any paper may be allowed only once during the course of the study even though the candidate may have scored more than 40% marks in that paper and only when the exam for such papers is being conducted.

15. **Revaluation will not be allowed.**

16. **Award of Degree:** Students who have secured pass in each semester and fulfilled the other criteria laid down by the college (attendance, summer training, project submission etc) are eligible for the award of BBS degree.
Successful candidates shall be classified on the basis of the combined result of semester I, II, III, IV, V and VI examinations as follows:
Candidates securing in aggregate:

- 75% and above: First Division with Distinction
- 60% and less than 75%: First Division
- 50% to less than 60%: Second Division

The minimum pass marks for the whole year in all the papers would be 50% to be eligible for promotion to the next year.

17. **Maximum period**: A candidate must qualify for the award of the degree within 5 years of his/her first admission to the course.
<table>
<thead>
<tr>
<th>Sem. No.</th>
<th>Paper No. and Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>101: Business Communication</td>
</tr>
<tr>
<td></td>
<td>102: Fundamentals of Management</td>
</tr>
<tr>
<td></td>
<td>103: Business Statistics and Applications</td>
</tr>
<tr>
<td></td>
<td>104: Financial Accounting</td>
</tr>
<tr>
<td></td>
<td>105: Computer Practical</td>
</tr>
<tr>
<td></td>
<td>201: Organisational Behaviour</td>
</tr>
<tr>
<td></td>
<td>202: Public Relations and Corporate Image</td>
</tr>
<tr>
<td></td>
<td>203: Business Economics-I</td>
</tr>
<tr>
<td></td>
<td>204: Information Technology for Business</td>
</tr>
<tr>
<td></td>
<td>205: Computer Practical</td>
</tr>
<tr>
<td>II</td>
<td>301: Marketing Management</td>
</tr>
<tr>
<td></td>
<td>302: Quantitative Techniques for Management</td>
</tr>
<tr>
<td></td>
<td>303: Business Economics-II</td>
</tr>
<tr>
<td></td>
<td>304: Cost &amp; Management Accounting</td>
</tr>
<tr>
<td></td>
<td>305: Computer Practical</td>
</tr>
<tr>
<td>III</td>
<td>401: Human Resource Management</td>
</tr>
<tr>
<td></td>
<td>402: Business Research</td>
</tr>
<tr>
<td></td>
<td>403: Production &amp; Operations Management</td>
</tr>
<tr>
<td></td>
<td>404: Financial Management</td>
</tr>
<tr>
<td></td>
<td>405: Computer Practical</td>
</tr>
<tr>
<td>IV</td>
<td>501: Business Ethics &amp; Corporate Governance</td>
</tr>
<tr>
<td></td>
<td>502: Project Management &amp; Entrepreneurship</td>
</tr>
<tr>
<td></td>
<td>503: Elective Paper F-1/M-1/H-1</td>
</tr>
<tr>
<td></td>
<td>505: Computer Practical</td>
</tr>
<tr>
<td>V</td>
<td>601: Business Policy &amp; Strategy</td>
</tr>
<tr>
<td></td>
<td>602: Legal Aspects of Business</td>
</tr>
<tr>
<td></td>
<td>603: Elective Paper F-3/M-3/H-3</td>
</tr>
<tr>
<td></td>
<td>604: Elective Paper F-4/M-4/H-4</td>
</tr>
<tr>
<td></td>
<td>605: Project Submission (Functional Specialization)</td>
</tr>
</tbody>
</table>

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

**Finance:**
- F-1: Investment Analysis and Portfolio Management.
- F-2: International Finance.
- F-4: Income Tax and Planning.

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

**Human Resource Management:**
- I-1: Training and Management Development.
- I-3: Industrial Relations and Labour Legislation.
Objectives
Communicating effectively in speaking & writing extends across all areas of business, including management, social & technical positions. Therefore, the objective of this paper is to develop effective communication skills of our students.

Course Contents

Unit I

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

Unit III

Unit IV

Unit V

Reading:
2. Murphy and Hiderbrandt: Business Communication
4. Maha Treece, Allyn and Bacon: Successful communication
5. Randall E. Majors Harper & Rom: Business communication
6. Harpert & Row Western: Guide to effective letter writing
7. Persing: Business communication dynamics
8. Mary Ellen Guffoy: Business communication
9. Fred Lutham: Organizational Behavior (For Negotiation Skill)
10. C.B Minoria: Industrial Relation (For the topic of collective bargaining)

Note: Latest Edition to be referred
Objective:
To acquaint the students with the fundamentals of managing business

Course contents:

Unit I
Basic forms of Business Ownership: Sole proprietorship, Partnerships, Corporations/Company

Unit II

Unit III

Unit IV

Case study – The case study will be inter-topic

Readings:
2. Stoner & Wankel :Management
Objective:
To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit I

Unit II

Unit III

Unit IV

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

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

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

Unit III

Unit IV

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

Reading:
2. Tulshan, P.C., Financial Accounting, Pearson
5. Balwani, Nitin, Accounting and Finance for Managers
7. Bhattacharyya, Asish K., Financial Accounting for Business Managers
Word Processing Software: Working with text (creating, saving, formatting). Setting margins and page breaks, headers, footers, endnotes, footnotes, Tabs, Tables, Sorting, paragraph setting, Mail merge- creating and editing the main document & data source, Linking and embedding.

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

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

Reading:

1. Manuals for MS-Office, Excel, MS -Word, MS – Access
3. David Angell Microsoft Office Word 2003 Bible
5. Julia Kelly- The Unofficial Guide to Excel 2003
6. David Rivers PowerPoint 2003 Essential Training
Objectives:
To understand individual and group behaviour at work place and to improve the effectiveness of an organisation.

Course Contents:

Unit I

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

Unit III

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

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

Unit VI

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

Readings:
2. Luthans Fred : Organisational Behaviour, Tata Mc Graw Hill

Supplementary Readings:
5. Tosi, Rizzo, & Carroll: Managing Organisational Behaviour, Blackwell Publishers
Objective
To familiarize students about concepts of public relations and make them understand its applications in the different professional areas to create a mutually beneficial environment between an organisation and its Stakeholders.

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

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

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

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

Unit V

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

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

Supplementary Readings:
1. Allen H Centre and Patrick Jackson. Public relation practices, PHI
Objectives
The purpose of this course is to apply microeconomics concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how the tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in course of teaching.

Course Contents

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

Unit II

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

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

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

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

Readings:
1. Lipsey and Chrystal: Economics ed. 11, Oxford University Press
2. Salvatore: Microeconomics, ed. 4
Objective:
The objective of the course is to provide hands-on experience to students in using computers for data organization and addressing business needs.

Course Content

Unit I:
1. S. Fundamentals: Information System - Concepts (data, information, System Modeling)

Unit II

Unit III
System Analysis and Design; Basic Introduction to Models and approaches

Unit IV

Unit V

Reading:
6. Peter Norton’s, Introduction to Computers. Tata McGraw-HILL
10. Deepak Bharioke. Fundamentals of Information Technology. 3/e, 2005
11. V. Rajaraman. Introduction to Information Technology. PHI.

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


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

Reading:

3. Martin Matthews and John Cronan - Microsoft Office FrontPage 2003 QuickSteps
Objective:
To familiarize the students with the marketing function & concept of marketing mix & study the marketing mix of some companies operating in India.

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

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

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

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

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

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

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

Note:
1. Every topic is to be exemplified with at least 2 examples and case studies from the Indian context.
2. Relevant chapters of a later edition when released may be referred to.
3. List of recent articles and reports and specific cases will be announced at the commencement of the course.
Readings:
5. Evans & Burman. Marketing Management
6. Hoffman. Marketing of Services
Objective:
To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts formulation and interpretation.

Course contents:

Unit I
Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: - Multiple optimal solution, infeasibility, unbounded solution) Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method.
Duality and Sensitivity (emphasis on formulation & economic interpretation) Integer programming: Formulation & solution through Gomory Cut method Zero-one programming: Formulation only

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

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

Unit IV
Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions. (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero- Sum game, Pure strategy, Saddle point: Dominance Rule, Mixed strategy. Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods. Introduction to Simulation: Monte Carlo Simulation

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

Readings:
4. P.C Tulsian. Quantitative Techniques for management
Objective
This course deals with the principles of macroeconomics. The coverage includes determination of and linkages between major economic variables: the level of output and prices, inflation, interest rates and exchange rates. The course also covers the study of economic environment of India in the light of Globalisation

Course Contents

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

Unit II: Keynesian Theory - Income & Employment
Simple Keynesian Model. Components of Aggregate Demand, Determining Equilibrium Income Change in Equilibrium Income. (Brief introduction to multiplier- Investment, Govt. Expenditure, Lump sum Tax and Export), Fiscal Stabilisation Policy, Exports and Imports in simple Keynesian Model. Keynesian Aggregate Demand combined with supply Curve. Keynesian AD curve combined with AS under following assumptions
- Flexible Price - Fixed Money Wage
- Flexible Price and Variable Money Wage
- Money in the Keynesian System

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

Unit IV: Consumption

Unit V: Open Economy
A brief introduction to the BoP account. Exchange Rate and the market for foreign exchange; Monetary and Fiscal Policy in the open economy; Mundell Fleming Model. Perfect Capital mobility. Mundell Fleming Model. India's Balance of Payment - Trends since I WI and Reasons Globalisation and its impact on Indian economy

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

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

- Macroeconomics (Latest Edition) by Edward Shapiro
- Principles of Macro Economics (3rd Edition) by Soumyen Sikdar
- Indian Economy (27th edition) by Shaikh Saleem
- Business Environment (2nd Edition) by Mishra & Puri
- Economics (11th Edition) by Lipsey and Chrystal
- Union Budget Statement
Objective:
To acquaint students with Cost accounting concepts and its application in managerial decision makings.

Course Contents

Unit I
Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step costs; Product, and Period costs: Direct, and Indirect costs: Relevant, and Irrelevant costs: Shut-down, and Sunk costs; Controllable, and Uncontrollable costs: Avoidable, and Unavoidable costs; Imputed / Hypothetical costs: Out-of-pocket costs: Opportunity costs; Expired, and Unexpired costs; Conversion cost.
Cost Ascertainment: Cost Unit and Cost Center, Overhead allocation, Overhead apportionment, and Overhead absorption.

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

Unit III

Unit IV
Only elementary concept about the following types of costing (no numericals): Target costing, Life cycle costing, Quality costing, Activity based costing.

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

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

Reading:
1. Alexis Leon. Enterprise Resource Planning -
2. V.K. Garg & N.K. Venkitakrishnan. ERP Ware: ERP Implementation Framework
Objective
The objectives of this course are to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India. Attention will also be paid to help them develop their communication and decision making skills through case discussions, role plays etc.

Course contents:

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

Unit II

Unit III

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

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

Unit VI

Unit VII

Readings:
Objective:

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

Course Contents:

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

Unit II

Unit III
Primary Data Collection: Survey Vs Observations. Comparison of self administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques.

Unit IV

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

Unit VI
Communicating the research results – Report preparation & presentation

Readings:
3. Churchill – Marketing Research.
5. Boyd – Marketing Research Concept & Cases.
6. Aaker, Kumar, Day – Marketing Research.
Objectives:
To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I
Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies—Definition, relevance, strategy formulation process, order qualifying and order winning attribute.
Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).
Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste. 2 card kanban Production Control system.

Unit II
Forecasting—Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.
Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III
Process Selection: Definition. Characteristics that influence the choice of alternative processes (volume and variety), type of processes—job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).
Layout Decision: Layout planning—Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location—Objective, factors that influence location decision, location evaluation methods—factor rating method.
Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis.

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

Readings:
1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry, Production & Operations Management, Pearson Education
4. S.P. Gupta, Statistical methods, Sultan Chand & Sons
5. Adam E.E and Fbert, Production & operations Management, Prentice Hall of India, New Delhi
Objective:
To acquaint students with the techniques of financial management and their applications for business decision making.

Course Contents:

Unit I

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

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

Unit IV

Reading
4. Rustogi , Financial Management
5. I.M. Pandey , Financial Management
6. Van Horn , Financial Management
Introduction to Statistical Package – SPSS or SAS (or any other equivalent)


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

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

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

Analysis of Repeated Measures II: Linear Mixed Effects

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

Logistic Regression - Description of Data, Logistic Regression

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

Classification: Cluster Analysis and Discriminate Function Analysis

Description of Data, Classification: Discrimination and Clustering

OR

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


References:
2. Matthew Zagummy - A Student Guide to the Statistical Package for the Social Sciences
9. Output Delivery System: The Basics by Haworth
11. Quick Results with SAS-GRAPH Software by Carpenter and Shipp
Objective:
The Course aims to promote the chances of entrepreneurial success and to develop an understanding of the roles of the entrepreneur with an ability to recognize the qualities required to perform these roles. Project Management is a broad multi-level activity. The objectives of this course is to provide a thorough understanding of its various essentials to the student.

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

Unit - II Small Business

Unit III
Introduction: Project - definition, features, types, infrastructure creation - a special type of projects. Significance of infrastructure in economic development, bottlenecks in the infrastructure creation. Project Identification: Idea generation, Project screening, Feasibility study. The advantages and disadvantages of starting your business - The advantages and disadvantages of buying all existing business - Critical areas to be examined while buying all existing business - Determining the value of a business - Financial Record Keeping - Profit Planning & Cost Control. Project costing: Breakdown structure of the project, cost estimation of the project, factor affecting the cost of the project - Costing with alternative configurations/specifications. Project Appraisal: technical appraisal, marketing appraisal, legal and environment appraisal, financial appraisal - cost estimation of the project and evaluating project using Pay back and NPV. Detailed project report - introduction, Introduction to SCBA

Unit IV
Arrangement of funds: Traditional sources of financing - Equity shares, preference shares. Debentures/bonds, loan from financial institutions - Loan syndication and consortium finance; Alternative sources of financing - Foreign Issue, FDI & FII, ECB, Private equity, Securitization, BOT projects, PPP, Venture capital / Incubation fund, Franchising etc; Role played by various Financial Institutions like IDBI, ICICI and IFCI - Special Role played by SIDBI and Commercial Banks - Approval of term loan applications by Commercial Banks - How to decide about a suitable agency for assistance Role played by SFCR and NSIC; Project Implementation: Project contracts - Principles, practical aspects of contacts, legal aspects of project management, global tender, Negotiation for projects, Project insurance, Human resource management, network analysis.
Reading
1. Scarborough & Zimmerer. Effective Small Business Management
2. Gupta & Srinivasan. Entrepreneurial Development
4. Vasanth Desai. Dynamics of Entrepreneurial Development & Management
5. John Kao. Creativity & Entrepreneurship
6. P. Chandra. Projects planning analysis selection implementation & review
8. N. Singh. Project management & control. (Himalaya pub.)
B.M. Patel. Project management. (Vikas Pub.) 2000
Project Management Tool
MPP - Microsoft Project Planning (or any other equivalent package) (The objective is to understand the student how to manage Projects effectively using MSP Professional, how to List and Organize Tasks, how to Create and modify calendars, resource listing and assigning resources, how to baseline project, update progress information, the impact of scope, time, and cost changes, Effective communication of updated Project information)


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


Business Intelligence Tools such as Informatics or any other equivalent - Designer, Workflow manager, Advanced features, Cognos - Architecture, Framework Manager, Metadata Modelling, Package Development. Package Import & Export, Query Studio, Report Studio - Basics, Report Studio - Advanced
Objective:
To equip students with the necessary insight into designing strategies for an organisation and linking the organisation's strategies with the changing environment.

Course contents:

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

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

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

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

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

Unit VI

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

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

Readings:
1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. ..A.JStrickland III : Crafting and executing strategy, TMH
John E. Gamble and Arun K.Jain
Supplementary Readings
1. Gerry Johnson & Kevan Scholes. Exploring corporate strategies. PHI
2. Upendra Kachru. Strategic Management. Excel books
Objective:
To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

Course contents:
The Indian Contract Act 1872

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

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

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

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

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

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

Unit VII
Special Contracts -Contract of Indemnity - Definition (Sec 124) extent of liability (Sec 125). Commencement of liability-Contract of guarantee (Sec 126) -essential features of a guarantee - guarantor of a minors debt - extent of surety's liability - co- extension - surety's right to limit the liability - liability under continuing guarantee (Sec 129) Joint Debtors & Suretyship (Sec 132). Discharge of surety from Liability.
By revocation (Sec 130); By Death (Sec 131); By variance (Sec 133); Release or discharge of principal debtors; Comparison extension of time and not to sue (Sec 135); By imposing surety's remedy (Sec 139).

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

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

Unit IX
Agency -Sec 182- Agent Principal defined- Essentials of agency- Principal should be competent to contract, who may employ an agent (Sec 184) consideration not necessary (Sec 185); Kinds of agent: Factor, Broker & Dealers. Creation of agency: by express appointment, by conduct or situation of parties, by necessity, by subsequent ratification of relations of principal & agent. Duties of agent: Duty to execute mandate, Duty to follow instructions or customs (Sec 211), Duty of reasonable case & skill (Sec 212) (h), Duty to avoid conflict of interest (Sec 213), Duty not to make secret profile (Sec 216), Duty to remit sums (Sec 218), Duty to maintain accounts. Duty not to delegate (Sec 190). Rights of agent: Right to remunerate (Sec 219) effect of misconduct. (Sec 220), Right of retainer (Sec 217), Right of Lien (Sec 221). Right to indemnity (Sec 222 & 223), Right to compensation. (Sec 225). Sub agent concept.

Unit X
Sale of goods act 1930: Definition and essential of Sale (Sec 4), Bilateral Contract, Money Consideration. Sale and contract of work on material Goods, Sale and an agreement to sell (Sec 4(3) & 4(4), formalities of sale (Sec 5), the price (Sec 9), conditions & warranties Sec 12(1), 12(2), 12(3), 12(4). Implied conditions: Conditions as to title (Sec 14), Sale by description (Sec 15), Sale by description as well as by sample (Sec 15), Exceptions to the principal of Caveat emptor (Sec 16), Fitness for buying purpose 16(1), Merchantable quality (Sec 16(2) - Meaning of merchantable Quality. Conditions implied by trade usage (Sec 16(3) . Express items (Sec 16(4). Implied warranties: Quiet Possession [Sec 14(B)], Free from encumbrances [Sec 14(e)], Condition reduced to warranty (Sec 13). Waver by the buyer, Acceptance of goods by the buyer-definition of acceptance (Sec 42): Exclusion of implied terms: (Sec 62) stipulation as to time (Sec 11), Passing of Property- Significance of passing property- property passes when intended to share (Sec 19). Sale of specific goods (Sec 20, 21 & 22), sale on approval (Sec 24), sale of unascertained goods (Sec 18 & 23). Remedies for breach of contract, Sellers and Buyers Remedy in a Contract of Sale: Auction Sale (Sec 64) - Principles relating to auction sale, Hire Purchase Act, 1872. Hire Purchase Agreement (Sec 2(c) Contents of Agreements (Sec 4).

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

Unit XII
The Companies Act 1956.
Introduction to the definition of company- the salient features, the significance of memorandum, articles, prospectus and company meetings. Brief Introduction to role played by Directors, Auditors and Company Secretary.
Readings:
ELECTIVES PAPERS

OPTION I: FINANCE

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

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

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

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

Unit III
Unit IV


Readings:
(1) The parts that describes the American market are to be replaced with equivalents in the Indian market).
1. Donald E. Fischer & Ronald J. Jordan : Security Analysis & Portfolio Management, Pearson Education
Objectives:
To acquaint students with the complexities of international banking and finance & related concepts.

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

Unit II

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

Unit IV

Readings:
3. Apte PG: International Finance
Objective:
To provide a conceptual framework for analysis of debt instruments and familiarize students with some aspects of Merchant Banking and Financial services.

Course Contents

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

Unit II

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

Unit IV

Readings:
2. M Y Khan, Financial Services, Tata McGraw Hill
Objective:
The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Course Contents

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

Unit II
Computation of Income under the head House Property, Capital Gains

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

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

Reading
1. Singania, V.K., Student Guide to Income Tax
2. Singania, V.K., Direct Taxes: Law & Practice
3. Mehesh Chandra & Shukla, D.C., Income Tax Law & Practice
5. Goyal, S.P., Direct Tax Planning
6. Ahuja & Gupta. Corporate Tax Planning & Management
7. Dinkar Pagare, Direct Tax Planning
Objective:
The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies. It helps in determining the variables that influences consumer purchase behaviour in the market place and thus helps in designing marketing strategies and marketing mix of the products offering.

Course contents:

Unit I
Consumer Behavior: Nature, scope & application: Importance of consumer behavior in marketing decisions, characteristics of consumer behavior, role of consumer research, consumer behaviour- interdisciplinary approach.
Introduction to ‘Industrial Buying Behavior’
Market Segmentation: VALS 2 segmentation profile.

Unit II
Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow’s hierarchy of needs, McLelland’s APA theory, Murray’s list of Psychogenic needs, Bayton’s classification of motives, self concept & its importance, types of involvement.
Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory.
Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit III
Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.
Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.
Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.
Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.
Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV
Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.
Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation.

Situational Influences


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

Readings
2. Engel, Blackwell & Miniard : Consumer Behaviour, Thryden Press International

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

Course Contents

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

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

Unit III

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

Readings:
3. Ingram, Avila, Schepker – Sales Management.
7. Smart Selling, Christopher Power.
Paper No: 603 - (MI-3): ADVERTISING AND BRAND MANAGEMENT

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

Course Contents:

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

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

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

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

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

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

Unit VII
Designing and implementing brand strategies: Brand extension. Brand hierarchy Kapfer. Brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management

Note: Applied cases would be taken up in class.

Readings:
2. David Aaker : Building strong brands

Supplementary Reading
1. Wells,Moriarity & Burnett : Advertising Principles & practices, Prentice Hall, 7th Ed
3. George F. Belch & Michael A. Belch: Advertising and Promotion, TMH
4. S. I. H. Kazmi and Satish K. Batra: Advertising and sales promotion, Excel books
5. Understanding Brands, Cowley, D
6. Strategic Brand Management, Jean Noel Kampferer
7. Brand Leadership, David Aaker
8. Advertising – Wright, Winter, Ziegler
9. Advertising – David Ogilvy, Trout and Ries
10. Advertising Theory & Practice – Sandage, Fryburger, Ratroll
Objective:
The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Contents
Unit I: Introduction to retailing
Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

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

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

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

Unit V: Retail Merchandising
Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Unit VI: Merchandise Pricing
Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit VII: Retail Operation

Unit VIII: Future Of Retailing
Retailing Through Internet., Career opportunities in Retail., Road ahead in India.

Readings
2. Berman & Evary – Retail Management.

Supplementary Reading:
2. Ogden & Ogden Integrated Retail Management. Biztantra Publications
OPTION III: HUMAN RESOURCE MANAGEMENT

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

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

Course contents:

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

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

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

Unit IV

Unit V

Unit VI
Issues in Consultant - Client Relationships, System Ramifications, Power/Politics in OD.

Case Study will be inter-topic.

Readings:
2. Donald Brown. Donald Harvey. Experiential Approach to Organisation Development
5. M.W. Warsen. Training for results. Addison Wesley, Massachusetts

Supplementary Readings:
5. Managing the Developing Organisation – Bernard Lievegord
6. Dynamics and Intervention – Seth AllCorn
7. Managing Change: Philip Sadler
Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course contents:

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

Unit II

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

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

Unit V

Readings:
2. T.J.Bergman . Compensation Decision Making, 4th Ed
4. Harvard Business review on compensation 
5. Rober F. Sibson. Compensation, 5th Ed
7. T.N.Chhabra & Savitha Rastogi Compensation management, 2007
Objective:
The course emphasizes the various issues of management of industrial relations and laws in modern business environment in the Indian context.

Course contents:

Unit I

Unit II

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

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

Unit V

Unit VI
Factories Act, Industrial Disputes Act, Standing orders.

Readings:
2. T.N. Chhabra & Suri. Industrial Relations, Dhanpat Rai, 2000
3. PRN Sinha. Indu. Industrial Relations, Trade Unions & Labor
   Bala Sinha, Seema Shekhar. Legislation,2006
5. S.C. Srivastava. Industrial Relation of Labour Laws
6. Analytical handbook of Labour Laws, PHD
7. Chamber of Commerce and Industry Industrial Law
8. N.D. Kapoor, Elements of Industrial Law
   9. C.S. Venkatraman, Unusual Collective Agreements
Objective:
To explore the concepts and technique of the essential elements of International Human Resource Management and to enable the students to recognize its critical issues. Also to update and let the understand the concept and to apply them in international complex business environment. The course specifically aims to recognize, understand and appreciate HR concerns in the present scenario.

Course Contents

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

Unit II

Unit III

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

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

Readings:
2. and MNC Pearson Education (11nd Edition)
3. Nilanjan Sengupta and International Human Resource Management-
5. Peter J. Dowling and International HRM-Managing people in a
6. Denice E. Welch Multinational context (IVth edition)
7. 6.K. Aswathappa and International HRM-Text and Cases