

Diamond Harbour Women's University

Department of Business Studies

Masters in Business Studies

Syllabus 2014-2015

Duration: Two years (4 Semesters)

Objectives:

1. To equip and train Post-Graduate female students to accept the challenges of the changing Business world, keeping in view the location of the university, as well as to maintain a balance between the rural and urban stakeholders, for the first women's university in eastern India.
2. To help students understand the new industrial and commercial culture.
3. To help students acquire specialized knowledge.
4. To equip students for seeking suitable careers and develop entrepreneurial abilities.
5. To develop proper communication and analytical skills among students.

About the Programme:

1. Aggregate marks of the MBS Programme = 1000 marks divided into 4 semesters.
2. Each semester will comprise of 5 courses of 50 marks each.
3. At semester IV, there will be a Project Work of 50 marks, which includes a field study on a specific subject/topic and the submission of dissertation on this basis. There will be a viva-voce based on the dissertation.
4. Each course of 50 marks will be at least of 4-6 modules and will be for 5 credits, comprising of 60% final assessment and 40% internal assessment (which includes presentations, topic-specific assignments and mid-term tests, etc. as a part of continuous evaluation, maintaining UGC norms and API stipulations for PBAS) [as per UGC norms, 1 credit = 10 lecture hours).

DIAMOND HARBOUR WOMEN'S UNIVERSITY

MASTERS IN BUSINESS STUDIES

Semester-based Curriculum Structure

Semester I: July-December

| Paper | Paper | Lecture Hours | Teaching/ Practical | Credit | Total Hours |
|------------------|---------------------------|----------------------|----------------------------|---------------|--------------------|
| BS CC 101 MAN | Principles of Management | 4 | 1 | 5 | 50 |
| BS CC 102 OB | Organisation Behaviour | 4 | 1 | 5 | 50 |
| BS CC 103 EM | Economics for Managers | 4 | 1 | 5 | 50 |
| BS CC 104 AM | Accounting for Managers | 4 | 1 | 5 | 50 |
| BS CC 105 BE | Business Environment | 4 | 1 | 5 | 50 |
| | SEMESTER I : Total | 20 | 5 | 25 | 250 |

Semester II: January-June

| Paper | Paper | Lecture Hours | Teaching/ Practical | Credit | Total Hours |
|-------------------|----------------------------|----------------------|----------------------------|---------------|--------------------|
| BS CC 201 EF | Essentials of Finance | 4 | 1 | 5 | 50 |
| BS CC 202 MM | Marketing Management | 4 | 1 | 5 | 50 |
| BS CC 203 HRM | Human Resource Management | 4 | 1 | 5 | 50 |
| BS CC 204 RM | Research Methodology | 4 | 1 | 5 | 50 |
| BS CC 205 CORP | Corporate and Business Law | 4 | 1 | 5 | 50 |
| | SEMESTER II : Total | 20 | 5 | 25 | 250 |

Semester III: July-December

| Paper | Paper | Lecture Hours | Teaching/ Practical | Credit | Total Hours |
|--------------------|--|----------------------|----------------------------|---------------|--------------------|
| BS CC 301 ED | Entrepreneurship Development | 4 | 1 | 5 | 50 |
| BS CC 302 WB | Women in Business | 4 | 1 | 5 | 50 |
| BS CC 303 CAP | Computer Applications in Business | 3 | 3 | 6 | 60 |
| BS CC 304 BEG | Business Ethics and Corporate Governance | 4 | 1 | 5 | 50 |
| BS CC 305 SSC I | Soft Skill and Communications I | 3 | 2 | 5 | 50 |
| | SEMESTER III : Total | 18 | 8 | 26 | 260 |

Semester IV: January-June

| Paper | Paper | Lecture Hours | Teaching/ Practical | Credit | Total Hours |
|---------------------|------------------------------|----------------------|----------------------------|---------------|--------------------|
| BS CC 401 RRB | Regional and Rural Banking | 4 | 1 | 5 | 50 |
| BS CC 402 RM | Rural Marketing | 4 | 1 | 5 | 50 |
| BS CC 403 MF | Micro Finance | 4 | 1 | 5 | 50 |
| BS CC 404 SSC II | Soft Skill Communications II | 3 | 2 | 5 | 50 |
| BS CC 405 | Project Work and Viva Voce | 0 | 6 | 6 | 60 |
| | SEMESTER III : Total | 15 | 11 | 26 | 260 |

Principles & Practice of Management

BS CC 101 MAN

UNIT-I: Evolution of Management Theories

- a) The Early Management Theories/Classical Theory- The Scientific Management Theory, Gantt Chart, Frank Gilbreth's Time and Motion Study, Lillian Gilbreth's Human Aspect of Work.
- b) Modern Management Theory- Henri Fayol (14 Principles), Gulick and Urwick- 'PODSCORB'.
- c) Behavioural Theories- Weber's Theory of Bureaucracy, Pareto's Social Systems Approach, Elton Mayo's Hawthorne Experiment, Douglas McGregor's Theory X & Y, William Ouchi-Theory Z
- d) Chester I. Barnard's Systems Theory.

[10 LH]

UNIT-II: Modern Management Thoughts

- a) General Management- Peter F. Drucker
- b) Managerial Roles Approach- Henry Mintzberg
- c) Managerial Skills Approach- Robert Katz
- d) Quality Control –Edwards Deming
- e) Managerial Grid - Robert Blake and Jane Mouton
- f) Peter's Principle

[10 LH]

UNIT-III: Process of Management

Planning- Nature, Purpose and Types of Plans, Concept of MBO, MBE and MBWA, Decision Making Approaches and Guidelines.

Organizing- Types of Organization, Line/Staff Authority, Decentralization and Delegation, Departmentation,

Directing- Authority, Responsibility and Accountability, Span of Supervision (Graicunas' Theory of Span of Management), Communication Process.

Staffing- Job Description, Job Specification, Job Analysis, Steps in Selection, Job Enlargement and Job Enrichment.

Control- Factors affecting Control, Process of Control.

[10 LH]

UNIT IV: Management of Change

Reasons for Change, Agents of Change, Process of Change, Individual Resistance, Organizational Resistance, Overcoming Resistance to Change.

[10 LH]

Suggested Readings:

- Burton, G. and M. Thakur, Management Today-Principles and Practices, Tata McGraw Hill, New Delhi, 2005.
- Weihrich, H. and H.Koontz, Management- A Global Perspective, Tata McGraw Hill, New Delhi, 2000.

- Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons, New Delhi, 2005.
- Stoner, A.F., E. R. Freedom, R. D. Gilbert, Management, Prentice Hall Inc, New Jersey, 2002.
- Schermerhorn, J. R., Jr., J. C. Hunt and R. N. Osborn, *Organizational Behaviour*. Wiley India, 1994.
- Stephen, P. Robbins and Seema Sanghi, *Organizational Behaviour*, Pearson Education, Thirteenth Edition, New Delhi, 2009.

Organisation Behaviour

BS CC 102 OB

Unit 1: Understanding and Managing Human Behaviour:

Cognition as the basis of behaviour [Influence of Cognitive and non-cognitive factors on behaviour]. Behaviour as input-output process. Individual differences affecting work behaviour.

[6 LH]

Unit-2: Organizational Behaviour (OB):

A Field of Study. Challenges and Opportunities for OB. Globalization, Workforce Diversity. Quality and Productivity. Innovation and Change. Temporariness . Work-Life Conflict. Ethical Behaviour and Issues at work. Managerial Role, Skills etc. **[8 LH]**

Unit 3: Foundations of Individual Behaviour:

Personality, Learning and the Modification Mechanism. Values and Attitudes influencing Work Behaviour. Perception and Individual Decision-making. Work Motivation and Different Theories. Affect and Emotion. **[7 LH]**

Unit 4: Group Dynamics:

Foundation of Group Behaviour. Factors Affecting Group Behaviour [Individual, Structural and Task dimensions]. Group Decision Making. Inter-group Behaviour. Work Team and its Effectiveness. Communication and Leadership and its Influence on Group dynamics

[7 LH]

Unit 5: Concept of Organization:

Major Elements for Designing Organization Structure. Organization as Open System and its Characteristics. Life-cycle Perspective of the Organization. Mechanistic vs. Organic Model. Strategy. Structure Issue. Impact of Organizational Size on Structure. Technology and Environment. **[8 LH]**

Unit 6: Organizational Effectiveness:

Understanding of Different Approaches for Evaluation – Analyses of Cases.

[4 LH]

Suggested Readings:

- Fred, Luthans. *Organizational Behaviour*, McGraw Hill/Irwin, New York, 2006.
- Hitt, M. A., C. Miller, and A. Colella, *Organizational Behaviour: A Strategic Approach*, John Wiley & Sons, New Jersey, 2006.
- Davis, K. and J. W. Newstrom, *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw Hill, 10th Edition, New Delhi, 1998.
- Schermerhorn, J. R., Jr., J. C. Hunt and R. N. Osborn, *Organizational Behaviour*. Wiley India, 1994.
- Stephen, P. Robbins and Seema Sanghi, *Organizational Behaviour*, Pearson Education, Thirteenth Edition, New Delhi, 2009.

Economics for Managers
BS CC 103 EM

Unit 1: Introduction:

Managerial Economics. Nature and Scope of Managerial Economics. Managerial Economics & Other Disciplines. The Basic Process of Decision-making. Objectives of the Firm and Constraints. Fundamental Concept Affecting Business Decisions. Incremental Principle. Discounting Principle. Opportunity Cost Principle. Equi-marginal Principle. Role and Responsibilities of Managerial Economists. **[8 LH]**

Unit 2: Theory of Consumer Choice and Demand Analysis:

Basic Concepts. Cardinal Utility Approach. Indifference Curve Approach. Derivation of Demand Curve from Each Approach. Elasticity of Demand. Different Revenue Concepts and their Relationship with Elasticity of Demand. Demand Forecasting and Technique of Demand Forecasting. Related Numerical Problems. **[7 LH]**

Unit 3: Theory of Production:

Production Function. Law of Variable Proportions. Stages of Production. Laws of Returns to Scale. Isoquants and their Properties. Returns to Scale and Homogeneous Production Function. Choice of Best Input Combination. Expansion Path. Related Numerical Problems. **[5 LH]**

Unit 4: Theory of Cost:

Deduction of the Cost Function of the Firm. Short-run Cost Function of the Firm. Shape of the Short-run Cost Curve such as TC, TFC, TVC, SAC, SAVC, SMC, AFC. Long-run Cost Function and Shape of the Long-run Cost Curve. Cost Estimation. Related Numerical Problems. **[6 LH]**

Unit 5: Pricing Principles and Methods:

Characteristics and Equilibrium in Different Market Structures: Perfect Competition, Monopoly and Oligopoly. Price Discrimination. Average Cost Pricing Method. Related Numerical Problems **[7 LH]**

Unit 6: National Income Accounting and Indian Economy:

Measurement of GNP/ National Income and Accounting. Equilibrium Income: Cases of Open and Closed Economies, Multiplier theory-Keynesian Approach. Inflation: Demand Pull and Cost Push Theories. The Indian Economy: Behaviour. Composition and Trends in National Income. Government Policies towards (i) FDI and FII under Globalization, (ii) Promotion of MSMEs, (iii) SEZs and their Significance. **[7 LH]**

Suggested Readings :

- Ackley, G., *Macroeconomic Theory and Policy*, Macmillan, New York, 1961.
- Adhikary, M., *Business Economics*, Excel Books, India, 2002.

- Baumol, William J., *Economic Theory and Operations Analysis*, Prentice Hall Incorporated, 1987.
- Branson, W.H., *Macroeconomic Theory and Policy*, Harper & Row, 1972. (Alternative Edition UBS, New Delhi)
- Chopra, O.P., *Managerial Economics*, Tata McGraw Hill, New Delhi, 1984.
- Dean, J., *Managerial Economics*, Prentice Hall of India Private Limited, 2010.
- Dholakia, R.H. and A.N. Oza, *Microeconomics for Management Studies*, Oxford University Press, New Delhi, 1999.
- Dwivedi, D.N., *Managerial Economics*, 7th Edition, Vikas Publishing, New Delhi, 2002.
- Eaton, B. Curtis, and Diane Eaton et al., *Microeconomics*, Prentice Hall PTR, 2002.
- Haynes, W.W., V. L Mote and S. Paul, *Managerial Economic Analysis and Cases*, Vakils, Bombay, 1970.
- Koutsoyannis, M., *Modern Microeconomics*, ELBS/Macmillan, 1985.
- Salvatore Dominick, *Managerial Economics in a Global Economy*, Oxford University Press, USA, 2011.
- Samuelson, P. A and W.D. Nordhaus, *Economics*, Tata McGraw Hill Publication Co Ltd., New Delhi, 2010.
- Ferguson, C.E. and J. P. Gould, *Microeconomic Theory*, AITBS, 1983.
- Froyen, T R., *Macroeconomics*, 8th Edition, Pearson Education India, 2005.
- Mankiw, G.N; *Macroeconomics*, 6th edition, Worth Publishers, 2006. [Alternative Edition CBS Publication, New Delhi]
- Mishra, S.K. and V.K. Puri, *Indian Economy*, Himalaya Publishing Co, Bombay, 1983.

Accounting for Managers
BS CC 104 AM

Module I: Financial Accounting

Unit 1: Basics of Financial Accounting:

Accounting as a language of business; Generation of accounting information; Users of information; Structure of Accounting: Principles, Concepts, Conventions, GAAP and International Accounting Standard; Double Entry Principle; Cash and Accrual basis of accounting; Capital and Revenue concepts; Accounting Equations & Golden Rules. **[5 LH]**

Unit 2: Mechanics of Financial Accounting:

Journal: Sub-divisions and entries; Ledger: Accounts, Posting, and Balancing; Cash Books; Depreciation – Provisions – Reserves; Inventory valuation; Rectifications of Errors; Trial Balance; Adjustment entries. **[4 LH]**

Unit 3: Financial Statements:

Trading and Profit and Loss Account; Balance Sheet. A case study of a public limited company (*To give students an idea about the nature of published corporate reporting*) **[5 LH]**

Unit 4: Analysis of Financial Statements:

Analysis and Interpretation of Financial Statements: Meaning, Process, Uses; Tools and Techniques: Ratio Analysis, Trend Analysis, Comparative Statements, Common Measurement Statements, Cash Flow Statement; Limitations of Financial Statement Analysis.

[6 LH]

Module II: Management Accounting

Unit 5: Management Accounting

Concepts: Need, Importance and Scope of Management Accounting. **[5 LH]**

Unit 6: Cost classification and Cost ascertainment:

Concepts and Classification of Cost, Preparation of Cost Sheet (both historical and projected) **[5 LH]**

Unit 7: Budget and Budgetary Control:

Meaning and Importance of Budget and Budgetary Control. **[5 LH]**

Unit 8: Marginal Costing:

Meaning of Contribution, Marginal Cost Equation, Break Even Analysis, Application of Marginal Costing for Managerial Decision-making. **[5 LH]**

Suggested Readings:

- Bhattacharyya, S. K., and John Dearden, *Accounting for Management: Text and Cases*, Vikas Publishing House Pvt Ltd, 2009.
- Narayanaswamy, R., *Financial Accounting—A Managerial Perspective*, Prentice Hall of India, 2006.
- Bhattacharyya, Asish K., *Financial Accounting for Business Managers*, Prentice Hall of India Learning, 2006.
- Banerjee, B, *Cost Accounting: Theory and Practice*, Prentice Hall of India Learning Pvt Ltd., 2006.
- Horngren, Charles T., Srikant M. Datar and George Foster, *Cost Accounting: A Managerial Emphasis*, Pearson Prentice Hall, 2006.

Business Environment

BS CC 105 BE

Unit 1: Business Environment:

Concept, Nature and Significance of Business Environment. Types and Elements of Business Environment. Competitive Environment. Micro Environment. Concept, Features and Importance of Environmental Analysis. Process of Environmental Analysis. Factors Producing Changes in Business Environment. **[6 LH]**

Unit 2: Socio-cultural Environment of Business:

Concept and Importance of Socio-cultural Environment of Business. Elements of Culture in India. Cultural Resources. Societal Culture and Organizational Culture. Business and Society, Changing Objectives of Business. **[6 LH]**

Unit 3: Economic Environment of Business:

Social Responsibility of Business. Concept, Importance and Factors of Economic Environment of Business. Economic Role of the Government of India. Economic Reforms in India– Meaning, Objectives and Types. **[6 LH]**

Unit 4: Political and Legal Environment:

Concept and Scope of Political and Legal Environment of Business in India. Intellectual Property Rights – Concept, Importance and Types. The Patents Act: Objects, Definitions, Procedure for Granting, Sealing of Patents, Office and Authority of Controller, Surrender and Revocation of Patents. Consumer Protection Act: Definitions, Rights of Consumers, Consumer Disputes Redressal Agencies. **[6 LH]**

Unit 5: Natural Environment:

The Environmental Protection Act, 1986: Objects, Definitions, Important Provisions of the Act. Pollution Prevention Laws in India: Water Pollution Act, Air Pollution Act. **[6 LH]**

Unit 6: International and Technological Environment:

Importance of International Environment. Concept of Globalization. Reasons for Globalization of Business. Multinational Corporations: Concept and Characteristics, Benefits and Dangers of Multinational Companies. Origin and Functions of WTO. WTO Agreements. GATT and WTO. Trading Blocks and India. Government Policy on Foreign Investment, Foreign Collaboration and Indian Experience. **[8 LH]**

Suggested Readings:

- Adhikary, M., *Economic Environment of Business*, Sultan Chand & Sons. New Delhi, 2000.
- Agarwal, R., and Parag Diwan, *Business Environment*, Excel Books. New Delhi, 2002.
- Ahluwalia, I.J., *Industrial Growth in India: Stagnation since the Mid-sixties*, Oxford University Press, New Delhi, 1985.
- Alagh, Y.K., *Indian Development Planning and Policy: A Re-evaluation*, Vikas Publishing, New Delhi, 1955.

- Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing, Mumbai, 2004.
- Chakravarty, S., *Development Planning: The Indian Experience*, Oxford University Press, New Delhi, 1993.
- Ghosh, B., *Economic Environment of Business*, 2nd Edition, Vikas Publishing, New Delhi, 2009.
- Velasquez, Manuel G., *Business Ethics: Concepts and Cases*, 5th Edition, Prentice-Hall of India, 2002.
- Bhatia, S. K., *Business Ethics and Managerial Values*, Deep & Deep Publications Pvt. Ltd, New Delhi, 2006.
- Singh, Avtar, *Principles of Mercantile Law*, Eastern Book Company, Lucknow, 2004.
- Sharma, Satish C., *Environmental Law*, Eastern Law Book House. New Delhi.
- Reddy, G.B., *Intellectual Property Laws*, Gogia Law Agency, 2012.

ESSENTIALS OF FINANCE

BS CC 201 EF

Unit 1: Introduction to Finance

Meaning, Need for the Subject, Principles of Finance, Financial Functions, Types of Finance, the Financial System, General Areas of Finance, Finance and Alternative Forms of Business Organization, Managers Role on Finance, Importance of Finance in Non-finance areas, Financial Environment in India. **[6 LH]**

Unit 2: Financial Institutions:

Types, Importance, Role of Financial Markets, Role of Financial Intermediaries, Investment Banking, Securities Markets, Currency Markets **[4 LH]**

Unit 3: Essential Concepts in Finance and Financial Tools:

Money and Monetary System, Banking and International Finance and Trade, Savings and Investment Process, Interest Rates, Analysis of Financial Statements using Ratio Analysis and Cash Flows to Financial Planning. Financial Risk and Return Concepts: Trade-off Concept, Market Risk vs. Unique Risk, Measurement of Risk through CAPM, Concept of Opportunity Cost of Capital, Concept of WACC. Time Value of Money: Concept, Various Techniques. **[8 LH]**

Unit 4: Essential Concepts and Valuation of Financial Assets:

General Concept of Valuing Financial Assets, Sources of Financial Assets, Characteristics of Debt and Equity Securities, Expected Return on Debt and Equity Securities, Basics of Derivative Instruments. Bonds and Stocks: Characteristics and Valuation. Major Sources for Financing, Characteristics, Why Investors seek Bonds and Stocks, Types of Bonds and Stocks, Preferred Stocks, Exchange-Traded Funds, Valuation of Bonds and Stocks. **[6 LH]**

Unit 5: Financial Strategy and Planning

Strategy and Value, Financial Planning and Budgeting, Importance of Financial Planning, Short-term and Long-term Financial Planning, Financial Modeling, Performance Evaluation, Strategy and Value Creation. **[6 LH]**

Unit 6: Corporate Finance (Preliminary Concepts):

Forms of Business, Corporate Taxation, Break -even Analysis, Leverage, Cost of Capital, Capital Budgeting, Working Capital Financing. **[10 LH]**

Suggested Readings:

- Melicher, Ronald W., and Edgar A. Norton, *Introduction to Finance: Markets, Investments and Financial Management*, 15th Edition, John Wiley & Sons, 2013.
- Gitman, L. J., and C. J. Zutter, *Principles of Managerial Finance*, 13th Edition, Pearson, 2011.
- Chandra, Prasanna, *Financial Management: Theory and Practice*, Tata McGraw Hill Education, New Delhi, 2008.

- Banerjee, Bhabatosh, *Financial Policy and Management Accounting*, 7th Edition, Prentice Hall of India, New Delhi, 2005.
- Mayo, Herbert B., *Basic Finance: An Introduction to Financial Institutions, Investment and Management*, 10th Edition, South Western CenGage, 2011.
- Pandey, I.M., *Financial Management*, 9th Edition, Vikas Publishing House Pvt. Ltd, New Delhi, 2009.
- Fabozzi , Frank J. and Pamela Peterson Drake, *Finance: Capital Markets, Financial Management, and Investment Management*, Wiley, New Jersey, 2009.
- McKeown, Warren, Mike Kerry, Marc Olynyk and Diana Beal, *Financial Planning*, John Wiley and Sons, Australia, 2012.

MARKETING MANAGEMENT (MM)

BS CC 202 MM

Unit 1: Understanding Marketing and Marketing Process:

Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process, Organizing and Implementing Marketing in the Organization. Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing. **[8 LH]**

UNIT 2: Developing Marketing Opportunities and Strategies:

Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation: Targeting and Positioning for competitive Advantage. **[6 LH]**

Unit 3: Developing the Marketing Mix:

Managing the Product/Service, Product Decisions-Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions **[6 LH]**

Unit 4: Pricing Products:

Pricing Considerations and Approaches, Pricing Strategies and Methods. Distribution Channel and Logistics Management-Channel Selection, Cooperation and conflict Management, Vertical Marketing System, Promotion Decision–Promotion Mix: Advertising, Sales Promotion, Personal Selling, and Publicity. **[10 LH]**

Unit 5: Services Marketing

Concepts, Definition, Characteristics with Special Emphasis on Tourism Management Services. Three Additional Ps of Services Marketing Mix: Process, Physical Evidence and People. Service Quality and Service Gap Analysis Model. Social Responsibility and Marketing Ethics, Consumerism and Legal Issues. Role of Marketing in Voluntary and Social Sectors. **[10 LH]**

Suggested Readings:

- Kotler, Philip, *Marketing Management Analysis, Planning and Control*, 9th Edition, PHI, New Delhi, 1999.
- Kotler, Philip and G. Armstrong, *Principles of Marketing*, 4th Edition, PHI, New Delhi, 1999.
- Stanton, William J., [Kenneth E. Miller](#), [Roger A. Layton](#), *Fundamentals of Marketing*, McGraw Hill-Ryerson, 1995.
- Ramaswamy, V.S. and S. Namakumari, *Marketing Management: In Indian Environment*, Madras, 1983.
- Bhattacharya, Sisir K., *Marketing Management*, National Publishing House, New Delhi, 2004.
- Dalrymple, J.D. and J.L. Pearson, *Marketing Management Strategy and Cases*, John Wiley and Sons, ND.
- Kotler, Philip, *Marketing for Non-profit Organization*, 5th Edition, Prentice Hall, New Jersey, 1996.

HUMAN RESOURCE MANAGEMENT

BS CC 203 HRM

Unit 1: Introduction to Human Resource Management:

Evolution of HRM, Meaning, Objectives, Uniqueness, Scope, Functions, HRM as a Profession, Whose job is HRM? Role of the HR Function, Qualities of an HR Manager, Ethics in HRM, Future of HRM. **[5 LH]**

Unit 2: Human Resource Planning:

Meaning, Need, Characteristics, Significance, Benefits, HRP Process, Role of HR in Human Resource Planning, Factors affecting Human Resource Planning, Barriers to the Human Resource Planning Process, Requirements for Effective Human Resource Planning. **[8 LH]**

Unit 3: Job Analysis and Job Design:

Job Analysis: Meaning, Steps, Features, Roles and Responsibilities, Methods, Application, Goals, Techniques of Data Collection, Challenges affecting the effectiveness of Job Analysis, Job Specification, Job Description. Job Design: Meaning, Environment influence on the Job Design, Critical Components, Limitations, Recent Trends. **[8 LH]**

Unit 4: Recruitment and Selection:

Recruitment: Meaning, Features, Strategy, Policy, Sources, Recruitment Process, Steps in Recruitment Process, Special Kinds of Recruitment, Making Recruitment Effective, Recruitment Practices in India. Selection: Meaning, Phases of Selection Process, Selection Methods, Recruitment vs Selection, Employment Application Forms, Selection Tests, Strategy for an effective Interview Process, How to measure the Effectiveness of Selection? **[8 LH]**

Unit 5: Employee Training and Management Development:

Employee Training: Meaning, Scope, Significance, Assessing Training Needs, Steps in an Employee Training Process, Methods of Training, e-Training, Evaluation of a Training Programme, Conditions necessary for an effective Training Programme. Management Development: Meaning, Goals, Significance, Steps in a Management Development Process, Methods, Evaluation of the Management Development Programme. **[6 LH]**

Unit 6: Performance Evaluation and Job Evaluation

Performance Evaluation: Introduction, Overview, Objectives, Uses, Determining, Criteria for Performance Evaluation, Process of Performance Evaluation, Issues in Performance Evaluation, Selection of Evaluator for Conducting Performance Evaluation, Post-Performance Evaluation Interview, Performance Management, Elements of Performance management System. Job Evaluation: Meaning, Characteristics, Objectives. Job Evaluation Process: Methods, Benefits, Limitations, Measures to Enhance the Effectiveness of Job Evaluation.

[5 LH]

Suggested Readings:

- Aswathapa, K., *Human Resource Management:Text and Cases* (6th Edition), Tata Mcgraw Hill, New Delhi, 2011.
- Dessler, Gary, and Biju Varkkey, *Human Resource Management* (12th Edition), Pearson, New Delhi, 2011.
- Durai, Praveen, *Human Resource Management* (4th Impression), Pearson, 2010.
- Pandey, G.M. and Anindita Basak, *Human Resource Management: Text and Cases* (3rd Impression), Pearson, New Delhi, 2007.
- Pradhan, Rabindra Kumar, Chinmaya Kumar Podder, *Human Resource Management in India-Emerging Issues and Challenges*, New Century Publications, 2013.

RESEARCH METHODOLOGY (RM)

BS CC 204 RM

Unit 1: Fundamentals of Research and Research Design:

Research: Definition, Objectives and Motivation behind Research, Importance of Research, Types of Research, Social Research. Objectives, Scope, Functions and Limitations, Research Process, Criteria for a Good Research, Problems encountered by Researchers in India. Research Problem: Definition, Selection of the Problem. Defining the Problem: Techniques involved. Research Design: Meaning, Need, Features, Different Types, Basic Principles of Experimental Design, Developing a Research Plan. **[8 LH]**

Unit 2: Collection and Processing of Data:

Measurement and Scaling Techniques, Collection of Primary Data, Observation Method, Interview Method, Questionnaires, Schedules, Some other Methods, Collection of Secondary Data: Nature, Advantages and Disadvantages of Secondary Data, Types of Secondary Data. Additional Sources of Secondary Data: Government and Non-Government Sources. Processing Operations: Problems in Processing, Application of Elementary Statistics in Research. **[8 LH]**

Unit 3: Sampling Fundamentals & Sampling Design:

Need for Sampling, Some Fundamental Definitions, Important Sampling Distributions, Central Limit Theorem, Sampling Theory, Sandler's A-test, Standard Error, Estimation, Determination of Sample Size, Census vs Sample Survey, Steps in Sampling Design, Criteria for Selecting a Sampling Procedure, Characteristics of a Good Sample Design, Different Types of Sample Designs, Selection of a Random Sample: From a Finite and Infinite Universe, Complex Random Sampling Designs. **[6 LH]**

Unit 4: Correlation and Regression Analysis:

Types of Correlation, Interpretation of Coefficient of Correlation, Scatter Diagram, Simple Regression lines and their Interpretation, Properties of Regression Coefficients, Standard Error of Estimate, Rank Correlation. Multiple Linear Regression, Multiple and Partial Correlation, Stepwise Regression. **[6 LH]**

Unit 5: Testing of Hypotheses:

Hypothesis: Definition and Concept, Procedure and Flow Diagram for Hypothesis Testing, Important Parametric Tests: for means, difference between means, for proportions, difference between proportions, Test for Variance, Equality of Variances, Test for Correlation Coefficients, F-test and ANOVA, Important Non-parametric or Distribution-free Test, Relationship between Spearman's r_s and Kendall's w , Characteristics of Distribution-free Tests. **[6 LH]**

Unit 6: Interpretation and Report Writing:

Interpretation: Meaning, Causes, Techniques, Precaution, Significance of Report Writing, Steps in Writing a Report, Layout of the Research Report, Types of Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions, Procedure of Writing Bibliography, Use of Computer and Computer Technology, Computer & Researcher. **[6 LH]**

Suggested Readings:

- Ackoff, Russell, L., *The Design of Social Research*, University of Chicago Press, 1953.
- Ahuja, Ram. *Research Methods*, Rawat Publications, Jaipur, 2001.
- Cooper, Donald R., Pamela S. Schindler, *Business Research Methods*, 9th Edition, Tata McGraw Hill, 2006.
- Goon, A. M., M. K. Gupta, and B. Dasgupta, *Fundamentals of Statistics*, World Press, 2001.
- Johnson, Richard A., Dean W. Wichern, *Applied Multivariate Statistical Analysis*, Pearson Education Limited, 2013.
- Kothari, C.R., *Research Methodology: Methods & Techniques*, 2nd Edition, New Age International (P)Ltd, Publishers, 2006.
- Krishnaswamy, K. N., K. I. Sivakumar, M. Mathirajan, *Management Research Methodology*, Pearson Education, New Delhi, 2009.
- Kulkarni, M.V., *Research Methodology*, Everest Publishing House, New Delhi, ND.
- Wilkinson, T.S. and P.L. Bhandarkar, *Methodology and Techniques of Social Research*, Himalaya Publishing House, 2003.

Corporate & Business Law

BS CC 205 CBL

Unit 1: Indian Companies Act 1956 & Amendment 2000 Preliminary Concepts:

Concepts of 'Company', 'Existing Company', 'Private Company', 'Private Limited Company', 'Public Company' 'Holding Company' 'Subsidiary Company', 'Public Financial Institution'.

Incorporation of Companies: Provisions with respect to names of Companies, Memorandum of Association, Articles of Association; Cases in which Private Companies can be registered as Public Companies.

Issues Relating to Raising of Funds; Concept of Prospectus, Registration of Prospectus, Statement *in lieu* of Prospectus, Remedies for mistakes in Prospectus, Civil Liabilities and Criminal Liabilities of the firm. **[8 LH]**

Unit 2: Matters Relating to General Meetings, Directors:

Notice of Meetings, Agenda of Meetings, Proxy, Quorum of Meetings, Rules in respect to Voting.

Legal Position of Director, Director's Powers, Duties and Liabilities, Qualification and Disqualification of Directors, Vacation of Office of Director, Removal of Director. **[6 LH]**

Unit 3: Indian Partnership Act 1932 and Limited Liability Partnership Act 2008.

Nature of Partnership, Registration of Firms, Types of Partnership, Rights and Duties of Partners, Liabilities of Partners, Dissolution of Partnership, Limited Liability.

Concept and Features of Limited Liability Partnership (LLP), Maximum Numbers of Partners, Differences between LLP and Traditional Partnership Firm, Differences between LLP and Company, Registration of LLP. **[6 LH]**

Unit 4: Information Technology Act 2000

Electronic Governance, Acknowledgement and Dispatch of Electronic Records.

Issues Related to Digital Signature and Digital Signature Certificates, Provisions Regarding Securing Electronic Records, Cyber Appellate Tribunals, Penalties, Compensations and Process of Adjudications. **[6 LH]**

Unit 5: Law of Contract 1872:

Nature of Contract, Classification of Contract, Offer and Acceptance, Capacity of Contract, Free Consent, Consideration, Quasi Contract, Performance of Contract.

Special Contracts: Contract of Indemnity, Contract of Agency, Contract of Bailment and Pledge. **[8 LH]**

Unit 6: Minimum Wages Act 1948, Law of Insurance

Concept of Minimum Wages, Fair Wages and Living Wages, Fixation of Minimum Wages, Wages for Overtime.

Concept of Insurance and Selected Section

[6 LH]

Suggested Readings:

- Aswathappa, K., *Legal Environment in Business*, Himalaya Publishing Ltd, New Delhi, 2002.
- Gulshan S. S., and Kapoor, *Business Law including Company Law*, New Age International Publication Limited, New Delhi, 2013.
- Kapoor, N. D., *Mercantile Law*, Sultan Chand &Co, New Delhi, 2000.
- Shukla, M. C., *Mercantile Law*, Sultan Chand & Co, New Delhi, 2007.
- *Taxman's Corporate Laws as Amended by Companies (Amended) Act 2000*, Taxman Publishing Ltd, New Delhi.
- Varsheney, G. K., *Elements of Business Laws*, Sultan Chand &Co , New Delhi, 2003.

ENTREPRENEURSHIP DEVELOPMENT

BS CC 301 ED

Unit 1: Concept of Entrepreneurship and the Entrepreneur:

Nature of Entrepreneurship, Characteristics of Entrepreneur, Functions of Entrepreneur, Entrepreneurial Qualities, Role of Creativity and Innovation in Entrepreneurship, Evolution of Entrepreneurship, Personal Ethics and the Entrepreneur. **[10 LH]**

Unit 2: Different Forms of Entrepreneurship:

Small and Large Entrepreneurship, Sole Proprietorship and Family Venture, Corporate Entrepreneurship, Cooperative Entrepreneurship. **[10 LH]**

Unit 3: The Entrepreneur and the Law:

Legal Protection of Innovations: Patents, Trade Marks and Copyrights, Intellectual Property Rights. **[10 LH]**

Unit 4: Promoting a Venture and Financing a New Venture:

Opportunity Analysis, External Environmental Analysis: Economic, Social and Technological Competitive Factors, EIA, Legal Requirements for Establishment of a New Unit. Methods of Financing: Equity Financing, Venture Capital, Debt Financing and Government Grants. **[10 LH]**

Unit 5: Project Planning and Feasibility Studies:

Methods of Preparation of Project Plans: Technical, Financial and Commercial Feasibility. **[5 LH]**

Unit 6: Women Entrepreneurship and Women Empowerment:

Women Entrepreneurship and Women Empowerment: Relationship between the two, Advantages and Disadvantages of Women Entrepreneurship, Different forms of Women Entrepreneurships, Problems faced by the Women Entrepreneurs, Case Studies. **[10 LH]**

Suggested Reading:

- Holt, David H., *Entrepreneurship: New Venture Creation*, Prentice Hall of India, 1998.
- Pandey, I.M., *Venture Capital: The Indian Experience*, Prentice Hall of India, New Delhi, 1996.
- Prasanna, Chandra, *Projects: Preparation and Appraisal, Implementation*, Tata McGraw Hill, New Delhi, 1987.
- Siner, David A., *Entrepreneurial Megabucks: The 100 Greatest Entrepreneurs of the Last 25 Years*, John Wiley and Sons, New York, 1985.
- Srivastava, S. B., *A Practical Guide to Industrial Entrepreneurs*, Sultan Chand & Sons, New Delhi, 1981.
- Tandon, B.C., *Environment and Entrepreneur*, Chugh Publications, Allahabad, 1975.

Women in Business

BS CC 302 WB

Unit 1: Introduction and Scope:

Concept of “glass ceiling”; the role of women in management—past, present and future; Indian women in management with respect to small business development—challenges and prospects.

Unit 2: Gender Differences and Management:

Different abilities of women and men in management; do men make better managers than women?

Unit 3: Balancing work-life and the family:

Housework roles and satisfaction; work-family relationships.

Unit 4: Power and powerlessness of Women in Management:

Personal, interpersonal and organizational power; Strategies for avoidance of sexual harassment and discrimination in the work-place.

Unit 5: Training, mentoring and networking for empowerment of women managers: “Women-only” training and development; managing stress; career development; male and female mentors.

Unit 6: Leadership and Strategies for Change:

Barriers to equality—removing stereotypes; resistance to change issues; performance-pay disparities; gender and career promotion; flexible working; multi-cultural issues for implementing strategies of change.

Suggested Readings:

- Andreassi, J., & Thompson, C. A., Work-family culture: Current research and future direction in K. Korabik, D. Lero, and D. Whitehead (eds.) *Handbook of work and family*, Elsevier Press, 2008.
- Arrighi, B. A., and D. J. Maume, ‘Workplace subordination and men’s avoidance of housework’, *Journal of Family Issues*, 21, 2000
- Bailyn, Lotte, R. Drago and T. Kochan, *Integrating work and family life. A holistic approach*. Massachusetts Institute of Technology, 2001.
- Bell, Ella, and Stella Nkomo, *Our Separate Ways*, Harvard University Press, Cambridge, 2001.
- Bennis, Warren, *On Becoming a Leader*, Basic Books, New York, 2003.
- Benokraitis, Nijole Vaicaitis, Joe R. Feagin, *Modern Sexism: Blatant, Subtle, and Covert Discrimination*, Prentice-Hall, 1986.
- Correll, S. J. and S. Benard, et al., ‘Getting a Job: Is there a motherhood penalty?’ *American Journal of Sociology*, 112(5), 2007.
- Eagly, Alice H. and Linda L. Carli, *Through the Labyrinth; the Truth About How Women Become Leaders*, Harvard Business School Press, Boston, 2007.
- Fiorina, Carly, *Tough Choices: A Memoir*, New York, Penguin, 2006
- Geetha, V., *Gender: Theorizing Feminism*, Bhatkal & Sen, Kolkata, 2002.

- Gupta, Ashoke, Manjulika Koshal, and Rajinder Koshal, Women Managers in India: Challenges and Opportunities, in Herbert J Davis, Samir R. Chatterjee, Mark Heur, (eds) Management In India: Trends and Transitions, Response Books, New Delhi, 2006.
- Hebl, M. R., E. B. King and P. Glick, 'Hostile and benevolent reactions toward pregnant women: Complementary interpersonal punishments and rewards that maintain traditional roles', *Journal of Applied Psychology*, 92(6), 2007
- Helgesen, Sally, *The Female Advantage; Women's Ways of Leadership*, Doubleday Currency, New York, 1990.
- Jacobs, Jerry, and Kathleen Gerson, *The Time Divide. Work, Family, and Gender Inequality*, Harvard University Press, Cambridge, 2005.
- Jenkins, Rhys, Ruth Pearson, and Gill Seyfang (ed.), *Corporate Responsibility and Labour Rights: Codes of Conduct in the Global Economy*, Earthscan Publications, London, 2002.
- Kabeer, Naila, 'Globalization, Labor Standards, and Women's Rights: Dilemmas of Collective (In) action in an Interdependent World,' *Feminist Economics* 10 (1): 3-35, 2004.
- King, Eden, Jennifer L. Knight, 'How Women Can Make it Work: The Science of Success,' ABC-CLIO, 2011.
- Kumar, Hajira, Jaimon Varghese (eds.), *Women's Empowerment, Issues, Challenges, and Strategies: A Source Book*, Regency Publications, New Delhi, 2005.
- Masaoka, Jan. "Ten Things I learned about Leadership from Women Executive Directors of Color," in Hesselbein, Frances and Marshall Goldsmith, (eds.) *The Leader of the Future*, Jossey-Bass, San Francisco, 2006.
- Mathu, Anuradha, and Rameshwari Pandya, 'Challenges of Women Entrepreneurship', in Anuradha Mathu (ed), *Gender and Development in India*, Kalpaz Publication, New Delhi, 2008
- Milwid, Beth, *Working With Men: Women in the Workplace Talk About Sexuality, Success, and Their Male Co-Workers*, Berkley Publishing Group, 1992.
- Nielsen, Laura Beth, Robert L. Nelson (eds.), *Handbook of Employment Discrimination Research: Rights and Realities*, Springer, Netherlands, 2005.
- Powell, Gary N., *Women and Men in Management*, Sage Publications, 2010.
- Pujar, V.N., Development of Women Entrepreneurs in India, in Sami Uddin (ed.) *Entrepreneurship Development In India*, Mittal Publications, Delhi, 1989.
- Raley, S. B., M. J Mattingly and S. M. Bianchi, 'How Dual Are Dual-Income Couples? Documenting Change From 1970 to 2001', *Journal of Marriage and Family*, 68(1), 2006.
- Ramesh, Varsha S., 'The Business Case for Gender Inclusion in the Indian Context', in Asha Kaul, Manjari Singh (eds), *New Paradigms for Gender Inclusivity: Theory and Best Practices*, PHI Learning Private Limited, New Delhi, 2012.
- Santha, S., and R. Vasanthagopal, *Women Entrepreneurship in India*, New Century Publications, New Delhi, 2008.
- Vinze, Medha Dubhashi, *Women Entrepreneurs in India: A Socio-economic Study of Delhi, 1975-85*, Mittal Publications, Delhi, 1987.
- Wellington, Sheila, Marcia Brumit Kropf, Paulette R. Gerkovich, What's holding Women Back?, *Harvard Business Review*, June 2003.

- Williams, Christine L., Kirsten Dellinger, *Gender and Sexuality in the Workplace*, Emerald Group, United Kingdom, 2010.
- Williams, Joan C., Rachel Dempsey, *What Works for Women at Work: Four Patterns Working Women Need to Know*, New York University Press, 2014.

Computer Application in Business

BS CC 303 CAP

Theory: 30 Hrs; Practical: 20 Hrs and Students' Presentation: 10 Hrs.

Theoretical : 30 LH

Unit 1: Fundamentals of Information Technology and Computers:

Deployment of IT in Business; Basic features of IT; Impact of IT on business environment and social fabric; Fundamentals of Computers: Data, Information and EDP, Levels of Information from Data, Data Processing, Hardware/Software Concepts; Generation of Computers, Elements of Digital Computer and it's Functions, I/O Devices, Storage Devices.

[7 LH]

Unit 2: Computer Arithmetic and Computer Codes:

Number Systems and Codes, Different Number Systems: Binary, Octal, Decimal and Hexadecimal Codes, Conversions from one to another, Codes used in Computers: BCD, EBCDIC, ASCII, Gray; Binary Arithmetic, Complements, Addition and Subtraction, Multiplication and Division, Boolean Algebra, Logic Gates, Karnaugh Map. **[7 LH]**

Unit 3: Networking, Internet and E-Communication :

Data Transmission, Goal of Network, Network Architecture, LAN, WAN, Various Topologies, Communication Media, Basic Network Concepts, Client-server Concept, Internet: Concept, History, Development in India, Technological Foundation of Internet, Distributed Computing Application, Internet Protocol Suite, Domain Name System (DNS, IP Addresses, Applications of Internet in Business, Education, Governance, etc., Information and Communications concepts, Data communication and the Telecommunication models, Virtual organizations and remote working, Security and ethical challenges of information technology including control, auditing and privacy issues.**[8 LH]**

Unit 4: E-Commerce and Business Applications:

Electronic commerce vs traditional commerce, E-Commerce and e-business, Types, Channels and needs of e-commerce, E-commerce as an electronic trading system: Special features, Business applications of e-commerce, Limitations of e-commerce. Concept of EDI, FEDI, features, advantages, Special features required in payment systems for e-commerce, Types of e-payment systems: E-Cash, e-cheques, credit cards, smart cards, electronic purses and debit cards, Operational, credit and legal risks of e-payment systems, Risk management options in e-payment systems, Components of an effective electronic payment system, e-banking, online banking and core banking solutions, security threats to e-banking.**[8 LH]**

Practical: 16 Hrs.

Unit 5: Office: Concept & Application:

Office: Concept, area, advantages, minimum system requirements. File Management: Starting a new file, opening existing file, saving files, renaming and deleting files, file formats. MS WORD: Concept, writer interface, changing document views, creating new document, working

with text, formatting text, formatting pages, headers and footers, numbering pages, changing page margins, creating a table of contents, creating indexes and bibliographies, printing from writer.

[8 LH]

Unit 6: Spreadsheet and Presentation:

MS EXCEL: Concept, spreadsheets, sheets and cells, parts of the main Excel window, starting new spreadsheets, navigating within spreadsheets, selecting items in a sheet or spreadsheet, working with columns and rows, working with sheets, viewing Calc., Impress- concept, creating a new presentation, formatting a presentation, running the presentation, working with graphics and the gallery, using font work. Accounting package: Tally.[8 LH]

Suggested Readings:

- Basandra, S. K., *Computers Today*, Galgotia, 1st Edition, ND.
- Behl, Ramesh, *Information Technology for Management*, TMH, New Delhi, 2009.
- Cyganski, David, John A. Orr and Richard F. Vaz, *Information Technology: Inside and Outside*, Pearson, 1st Edition. ND.
- Dhar, Pranam, *Fundamentals of Information Technology & Its Business Applications*, Abhijay Publishing House, 2012.
- ITLESL, *Introduction to Information Technology*, Pearson, ND.
- James, A. O'Brien, *Introduction to Information Systems*. TMH, 2005.
- Kakkar, D.N., R. Goyal, *Computer Applications in Management*, New Age, 1st Edition, ND.
- Leon, A., and M. Leon, *Introduction to Computers*, Leon Vikas, 1st Edition, 1999.
- Leon, *Fundamentals of Information Technology*, Vikas, 2009.
- Norton, P., *Introduction to Computers*. TMH, 2001.
- Rajaraman, V., *Introduction to Information Technology*. PHI, 2004.
- Sinha, P.K., Priti Sinha, *Foundation of computing*. BPB Publications, 2002.
- Sinha, Pradip K. and P. Sinha, *Fundamentals of Computers*, BPB Publications, 2004.
- Turban E., R. K. Rainer and R. E. Potter, *Introduction to Information Technology*, Wiley, 2005.

BUSINESS ETHICS AND CORPORATE GOVERNANCE

BS CC 304 BEG

Unit 1: Introduction:

Meaning of ethics and business ethics, sources of ethics, importance of ethics to business, characteristics of business ethics, relationship between business and ethics, nature of ethics in business, arguments against business ethics, evolution of business ethics as a field of study.

[7 LH]

Unit 2: Culture, Law and Ethics:

Indian ethos for the work life, Indian values for the workplace, concept of attitudes and beliefs, attitudes governing ethical behaviour, social culture and individual ethics, relationship between law and ethics, Indian Business Laws and their impact on ethical behaviour.

[7 LH]

Unit 3: Ethics and Corporate Excellence:

Different ways of achieving corporate excellence. Social responsibilities of business: Meaning, reasons, interaction between business and society, major social responsibilities, technology and ethics, case studies. Managing Ethics in Small Business Enterprises: Common ethical dilemmas in different business areas: Finance, marketing, information management, HRM, and natural environment.

[7 LH]

Unit 4: Corporate Governance:

Evolution, concept, principles and development. Management structure for corporate governance: Various committees of board, corporate social responsibilities. Corporate misgovernance: Doctrine of ultra vires, corporate veil, indoor management, insider trading.

[5 LH]

Unit 5: Legislative Framework of Corporate Governance:

Sarbanes & Oxley Act, USA; CG Models in different other countries, Clause 49 of SEBI listing agreement; relevant provisions of Indian Companies Act, Dr. J. J. Irani expert committee report on company law; major recommendations of Cadbury committee report (1992), CII Code of Corporate Governance (1998), Kumar Mangalam Birla committee report (1999), Naresh Chandra committee report (2002), Narayana Murthy committee report (2003).

[8 LH]

Unit 6: Corporate Social Responsibility:

Social Responsibility of Business Models. Business Ethics: Ethical dilemmas and Managing ethics, Corporate Governance., Contemporary issues in CSR and governance, Case Studies.

[6 LH]

Suggested Readings:

- Badi, R.V. and N. V. Badi, *Business Ethics*, Vrinda Publications, New Delhi, 2005.
- Chakraborty, S.K., *Values and Ethics for Organizations*, OUP, New Delhi, 1998.

- Das, S.C., *Corporate Governance in India: An Evolution*, PHI, New Delhi, 2008.
- Fernando, A.C., *Business Ethics: An Indian Perspective*, Pearson Education, New Delhi, 2009.
- Fernando, A.C., *Corporate Governance: Principles, Policies and Practices*, Pearson Education, 2009.
- Gopalsamy, N., *A Guide to Corporate Governance*, New Age International Publishing, New Delhi, 2006.
- Raj, Rituparna, *A Study in Business Ethics*, Himalaya publishing House, Bombay, 1999.
- Tricker, B., *Corporate Governance*, Oxford University Press, 2009.

SOFT SKILL AND COMMUNICATIONS-I

BS CC 305 SSC I

Unit 1: Managerial communication:

Nature and scope of communication, functions of communication; roles of a manager, communication process; communication network; informal communication. **[6 LH]**

Unit 2: Road Blocks to Managerial Communication:

Removing roadblocks; gateways to communication, strategies for improving organizational communication; cross cultural communication and communication between genders; effective listening-poor listening habits, types of listening; strategies for effective listening; Persuasive communication and Role of mentoring. **[10 LH]**

Unit 3: Business Presentations and Public Speaking:

Introduction to a presentation, main body and conclusion, controlling nervousness and stage fright; business presentation; sample outlines; conversations; essentials of a business conversation. **[8 LH]**

Unit-IV: Business writing:

Introduction, written business communication; business letters, common components of business letters; writing effective memos; business reports and proposals; format for proposals; proposal layout and design; secretarial practices in business organizations. **[8 LH]**

Unit-V: Non-verbal communication:

Introduction, elements of non-verbal communication: Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting non-verbal messages. **[8LH]**

Suggested Readings:

- Raman, Meenakshi and Prakash Singh, *Business Communications*, Oxford University Press, New Delhi, 2012.
- McGrath, E.H., *Basic Managerial Skills for All*, PHI, New Delhi, 2008.
- Lesikar, R., and J. Pettit, *Business Communication*, All-India Traveler Bookseller, New Delhi, 1996.
- Monnipally, M.M., *Business Communication Strategies*, TMH, New Delhi, 2001.

RURAL & REGIONAL BANKING

BS CC 401 RRB

Unit 1: Regulation of Rural Financial Services:

Regulatory framework of RFI, Reserve Bank of India and its policy and functions in Rural Banking, National Bank for Agriculture and Rural Development (NABARD) and its role in Rural Development Impact of Economic Liberalization and deregulation of interest rates in RFTs. **[8LH]**

Unit 2: Co-Operative Banks:

Concept and special features of co-operative banking, Structure of co-operative credit system in India, Major structural changes in Co-operation Banking, Draft co operative bill, Ch. Brahma Prakash Committee Report, Functioning and problems of Primary Level Credit Institutions (PACs, LAMPs. MPCs, FSS), Business development plans, District Central Cooperative Banks, Structure and functions of Business development plans, Structure and functions of Apex Cooperative Banks, Problems and prospects of short term co-operative structure, Impact of liberalization on Co operative Banks with particular reference to de-regulation of interest rates, and prudential norms. Turn around strategies. Development action plan/MOU, Land development plans, Issues arising in the changed context of DAP/MOU. **[8LH]**

Unit 3: Regional Rural Banks:

Genesis and need. Historical Background Problems of RRBs. Structural and other weaknesses. Dantwala Committee Working Group of RRBs (KELKAR Committee Report). Recommendations of committee of financial sector reforms. Recent policy changes. RRBs deregulations of interest rates and prudential norms. Turnaround strategies DAP/MOU for revamping and restructuring. **[8LH]**

Unit 4: Rural Banking in Commercial Banks:

Rural lending by Commercial Banks. Problems of rural branches of Commercial Banks. Transaction cost and risk cost of rural financing. Rural branches profit centre. Impact of recent policy changes. Prudential norms. **[8LH]**

Unit 5: Local Area Banks/Other Financial Institutions:

Emerging Trends. Genesis of RBI Guidelines on Rural Local Area Banks/Other financial institutions like private banks, non-banking financial companies. Linkages with informal money markets: Some experience. Alternative credit arrangements. Emerging trends in rural banking. Financing poor as bankable opportunities. Micro credit: Summit declaration and follow up SHG/Linkage with banking. Alternative financial institutions/NGO involvement. Reforms in rural credit system. Deregularisation. Prudential norms DAP/IMOU, turnaround strategies. **[8LH]**

Suggested Readings:

- Srivastava, R.M., *Management of Financial Institutions in India*, Bombay, 1991.
- Desai, Vasant, *Nature and Problems of Commercial Banking in India*, Himalaya Publishing House, Bombay, 1991.
- Desai, Vasant, *Development Banks: Issues and Options*, Himalaya Publishing House, Bombay, 1998.
- Dhar, Pranam, *The Changing Trend of Commercial Banking in India*.

RURAL MARKETING

BS CC 402 RM

Unit 1: Concept and Evaluation of Rural Market

Concept of Rural Market, Rural Market vs Urban Market.

Evolution of Rural Market: Four Phases (pre-1960 – till after 2000).

Nature and Characteristics of the Rural Market.

[6LH]

Unit 2 : Rural Environment:

Contents of Rural Environment.

Rural Employment Generation Programmes.

Rural Infrastructure.

[8LH]

Unit 3: Segmentation, Targeting and Positioning:

Segmentation: Heterogeneity of the rural market, pre-requisites for effective segmentation, degrees of segmentation, bases of segmentation.

Targeting: Evaluation of segments, selecting the segments, coverage of the segments, choosing a coverage strategy.

Positioning: Identifying the positioning concept, selecting the positioning concept, communicating the concept.

[8LH]

Unit 4 : Marketing in Action- I

Rural Consumer Behaviour.

Product Adoption Process.

Rural Marketing Research Process.

Product Strategy: Product Concept and Rural Product Classification of Rural PLC.

Product decisions and strategies, product acceptability, product branding in rural market, packaging for rural market

[6LH]

Unit 5: Marketing in Action- II

Pricing: Setting the price, consumer psychology and pricing, product mix pricing strategies, price adjustment.

Distribution: Availability of channels, evolution of rural distribution channels, channel dynamics, rural channel members, traditional retail, distribution models in rural, rural logistics.

[6LH]

Unit 6: Communicating in Rural Market and Rural Services Marketing:

Challenges in rural communication.

Developing effective rural communication.

Changing means of rural communication.

Sales promotion and events and experiences.

Rural Services Marketing: Telecom revolution in rural areas, information and communication technology (ICT), financial services in rural India.

[6LH]

Suggested Readings:

- Dogra, B., and K. Chuman, *Rural Marketing*, Tata McGraw-Hill Publishing Ltd., New Delhi, 2008.
- Kashyap, P., *Rural Marketing*, Pearson, New Delhi, 2012.
- Bodi, R.V. and N. Bodi, *Rural Marketing*, Himalaya Publishing, New Delhi, 2007.
- Acharya, S.S., and L.N. Agarwal, *Agricultural Marketing in India*, Oxford & IBH Publishing Co. Ltd., New Delhi, 1992.

MICRO FINANCE
BS CC 403 MF

Unit 1: Microfinance Overview:

Why does microfinance exist?

What financial and societal interests of the global poor does it serve?

How does microfinance fit into the experience and financial and developmental environments of the global poor?

What are the challenges for the formal banking system in accessing this market?

What is the informal financial system that serves this market and its shortfalls? **[6LH]**

Unit 2: MFI Models and Loan Products:

MFI Group Lending Models.

MFI Individual Lending Models.

MFI Loan Products & Related Issues. **[6LH]**

Unit 3: MFI Financial Products and Other Products:

MFI Savings and Savings Products.

Remittances.

Micro-insurance.

Mobile telephony, internet and other technology solutions for distributing MFI products.

[6LH]

Unit 4: MFI Commercialization, Transformation, Regulation, and Corporate Governance Issues:

Commercialization.

Transformation and Regulation.

Corporate Governance Issues.

[8LH]

Unit 5: Funding and Financing MFIs:

Donor Funding and Limitations.

Capital Markets Generally.

Debt Capital Markets Financing.

Equity Capital Markets Financing.

[8LH]

Unit 6: Measuring Social Impact and Social Impact Investing

Measuring Social Impact Generally.

Venture Capital (VC) and SME Social Impact Investing.

[6LH]

Suggested Readings:

- Goldberg, Mike, and Eric Palladini, *Managing Risk and Creating Value with Microfinance*, Karmayog Publications, 2010.
- Yunus, Muhammad, *Banker to the Poor: Micro-Lending and the Battle Against World Poverty*, Karmayog Publications, 2003.
- Morduch, Jonathan, and Beatriz Armendariz, *The Economics of Microfinance*, Karmayog Publications, 2010.
- Prahalad, C.K., *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, Karmayog Publications, 2009.
- Smith, Phil, \ Eric Thurman, *A Billion Bootstraps: Microcredit, Barefoot Banking, and the Business Solution for Ending Poverty*, Karmayog Publications, 2007.

SOFT SKILL AND COMMUNICATIONS-II

BS CC 404 SSC II

Unit 1: Cultural Communication:

Development of Culture, Need and Importance, Salutations for International and National Cultural Exchange, Principles and Skills of Inter-cultural communication, Areas of Inter-cultural Communication, Cross-cultural Communication, Listening Skills, Emotional Intelligence.

[8LH]

Unit 2: Interviewing Skills:

Introduction, Types of Interviews, General Guidelines for the Preparation for Interviews, Types of Questions in an Interview, How to face an Interview successfully, Skills for conducting and participating in Meetings, Ground Rules for Meetings, Group Discussions, Telephone Skills, Conversation Skills, Presentation Skills, Panel Discussions.

[8LH]

Unit 3: Forms and Types of Communication:

Formal and Informal Communication Networks, Miscommunication, Improving Communications, Emergence of Communication Technology, Forms of Modern Communication: Fax, email, Video Conferencing, etc.

[8LH]

Unit 4: Preparation of C.V., Resume and Reports:

Curriculum Vitae (C.V): Definition and concept, needs and importance, difference between a C.V. and a Resume, Drafting Business Message, Notice, Minutes. Letter Writing, Good News, Informative News, Persuasive News, Memorandum, email Writing, Covering Letter, Note sheet, Notice and Notifications.

[8LH]

Unit 5: Management Information System (MIS)

MIS, DSS, Transaction Processing System. Executive Information System: Definition, concept, importance, advantages and disadvantages, process. (includes practicals in the soft skill lab, including PowerPoint presentations, personality development, grooming, etc.)

[8LH]

Suggested Readings:

- Raman, Meenakshi and Parkash Singh, *Business Communications*, Oxford University Press, New Delhi, 2012.
- McGrath, E.H., *Basic Managerial skills For All*, 8th Edition, PHI Learning Pvt. Ltd., New Delhi, 2008.
- Lesikar, R., and J. Pettit, *Business Communication*, Ricahrd Irwin Inc., All-India Traveller Bookseller, New Delhi, 1996.
- Monnipally, M.M., *Business Communication Strategies*, TMH Education, New Delhi, 2001.
- Dhar, Pranam, *Fundamentals of Business Communication & Ethics*, Abhijay Publishing House, ND.